APPENDIX A

Winnipeg

COUNCIL'S STRATEGIC PRIORITIES ACTION PLAN

2023-2026



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LAND AND WATER ACKNOWLEDGEMENT

Winnipeg is located in Treaty One Territory, the home and traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis. Our drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.

One Council retreat took place on Treaty Two Territory, the land and waters home to several Anishinaabe, Cree, and Dakota communities, and the Red River Métis of the Manitoba Metis Federation North West Region, and includes their traditional and commercial hunting, fishing, and agricultural economies.

EXECUTIVE SUMMARY

The 2023-2026 Strategic Priorities Action Plan reflects Council's key priorities and actions for their four-year Council term.

Council identified five key priority themes and 41 priority actions for strategic focus and investment.

The five key priority themes include:

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

The strategic priorities plan aims to make downtown Winnipeg a vibrant, safe, clean, and welcoming complete community and tourist destination for all residents and visitors.

It identifies the importance of a strong and growing economy. It recognizes the importance of growing the city population through immigration, ensuring an affordable supply of housing for young families and new Canadians, and investing in infrastructure to increase connectivity for trade, development intensification, and employment.

It recognizes a need for climate mitigation and adaptation to keep pace with a changing climate as well as minimizing greenhouse gas emission impacts on current and future generations. It prioritizes actions related to waste diversion, reducing litter, protecting and growing the urban forest, climate resiliency, and renewable energy.

The strategic plan strives to build a city that is safe and improves the health and wellbeing of all residents by making high quality services more available, accessible, and affordable. It celebrates the diversity of residents as a strength. It supports reconciliation, poverty reduction, recreation, and advocating to and partnering with governments on shared goals.

Finally, the plan recognizes the need for high quality services across multiple touch points between the city and residents it serves by building a "yes first" innovation focused employee culture, improving 311 communication, and increased coordination across city departments.

By focusing on and prioritizing these key themes and actions over the next four years, Winnipeg can become a stronger, more compassionate city for all residents.

CITY OF WINNIPEG COUNCIL, 2022-2026

[Placeholder for Photos/Names/Wards]

MESSAGE FROM THE MAYOR

This is a moment in Winnipeg's history when we require exceptional clarity of focus and purpose.

It is a time of great opportunity; our population growth has returned to robust pre-pandemic levels, and Oxford Economics forecasts that after a contraction of -0.4% in 2023, our GDP will grow by 3.3% in 2024, outperforming the national average.

At the same time, like municipalities all across Canada, we are facing critical needs for improved community safety, affordable housing, and effective supports for vulnerable residents.

This plan – the 2023-2026 Strategic Priorities Action Plan – has been co-created specifically to provide the focus needed over the coming four years. It represents a new way of planning and prioritizing for the City of Winnipeg, which gives equal opportunity for all Council members to define key priorities and actions and help lead policy development and delivery.

As Mayor, I made a commitment to increase cooperation and collaboration. The 2023 Strategic Priorities Action Plan reflects that commitment, and the inspiration and energy my colleagues invested in this new process. Together, we forged consensus on key themes, priority actions, and outcomes we will pursue: a strong Downtown; a strong economy; a livable, safe, healthy, and happy city; a green and growing city with sustainable, renewable, infrastructure; and a city that works for residents by providing improved customer service.

The Strategic Priorities Action Plan is good for civic accountability and democracy. It will help guide us in the upcoming multi-year balanced budget process. It will help us be effective partners in Winnipeg's post-pandemic economic and social renewal. It prepares us for the opportunities that are coming, and also for the challenges we face to achieve equity and inclusion for all.

Scott Gillingham
Mayor of Winnipeg

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

There is one key line in the 2023-2026 Strategic Priorities Action Plan that perfectly sums up what we want and need to do, as members of the Winnipeg Public Service. That line, which explains what we plan to achieve for the City in terms of improved customer service, commits us to build a "yes first" innovation-focused employee culture.

Saying "yes first" means thinking outside the box, actively seeking ways to advance Council's priorities and serve residents better, and fully embracing our capacity to be agents of positive change. This has been our goal throughout the Strategic Priorities Action Plan co-creation process, and I am grateful to all the staff who have contributed to this important work thus far.

With the adoption of the plan, the Public Service will continue to support, communicate, and measure progress with Council toward plan implementation. We will assist Council in ensuring that the plan's priorities are reflected in the upcoming multi-year balanced budget process, so that resources can be allocated effectively. We will identify indicators aligned with the actions and outcomes specified for each priority. And we will provide annual reports on Strategic Priorities Action Plan progress to Council.

The Strategic Priorities Action Plan fills an important gap in our civic planning architecture. It provides a bridge that will help us link long-term City plans like *OurWinnipeg2045*, Winnipeg's Climate Action Plan, the Winnipeg Transit Master Plan, Winnipeg Recreation Strategy, and the Winnipeg Poverty Reduction Strategy, with the needs that residents have articulated to Council members – both during the election campaign and in the months since then. As such, the Strategic Priorities Action Plan is truly a living plan that will help our whole civic team respond more nimbly, effectively, and confidently to the needs of our community.

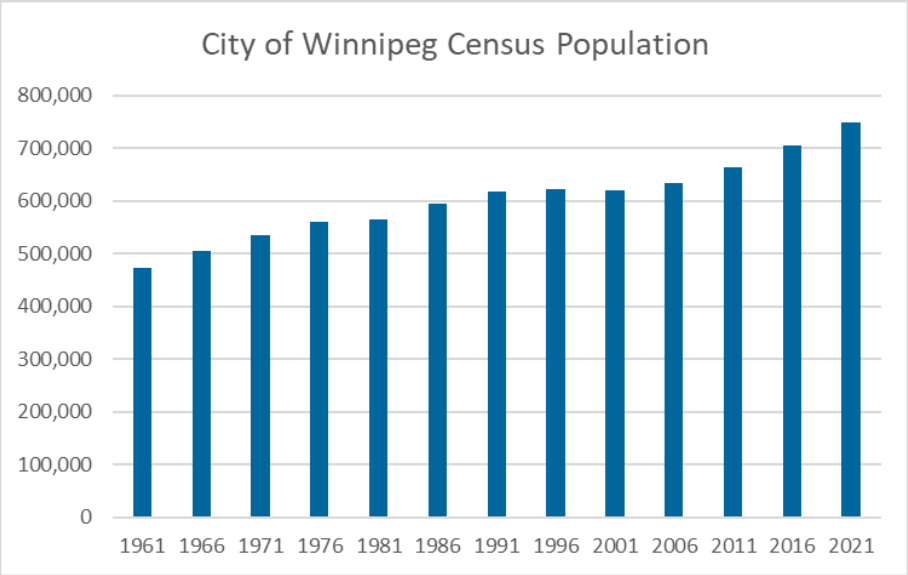
With consensus and shared priorities established, we can genuinely aspire to be a "yes-first" Public Service: and I look forward to the progress we make together.

Michael A. Jack
Chief Administrative Officer

WINNIPEG AT-A-GLANCE

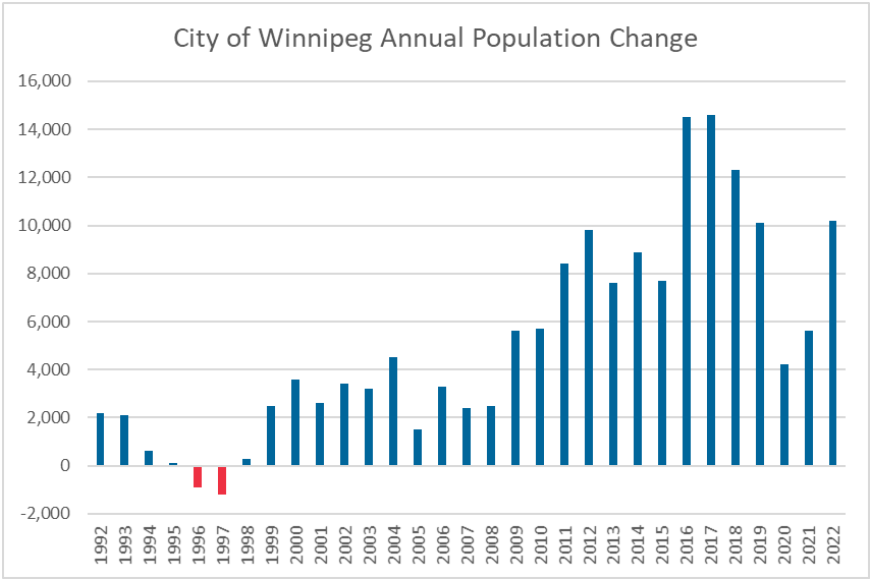
OUR POPULATION

Winnipeg's 2021 census population is 749,607, an increase of 6.3% over the 2016 census population. Winnipeg's population has demonstrated a steady trajectory of growth over the last six decades.



SOURCE: Statistics Canada, 2021 Census of Population

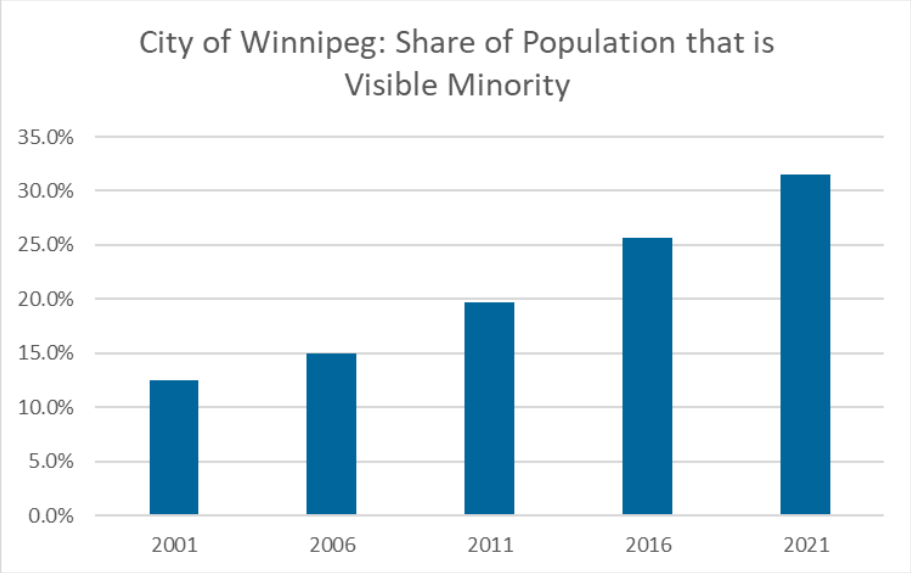
The City of Winnipeg's annual population growth has remained strong primarily due to international migration. Annual population growth declined in 2020 and 2021 with the onset of COVID-19, but rebounded in 2022.



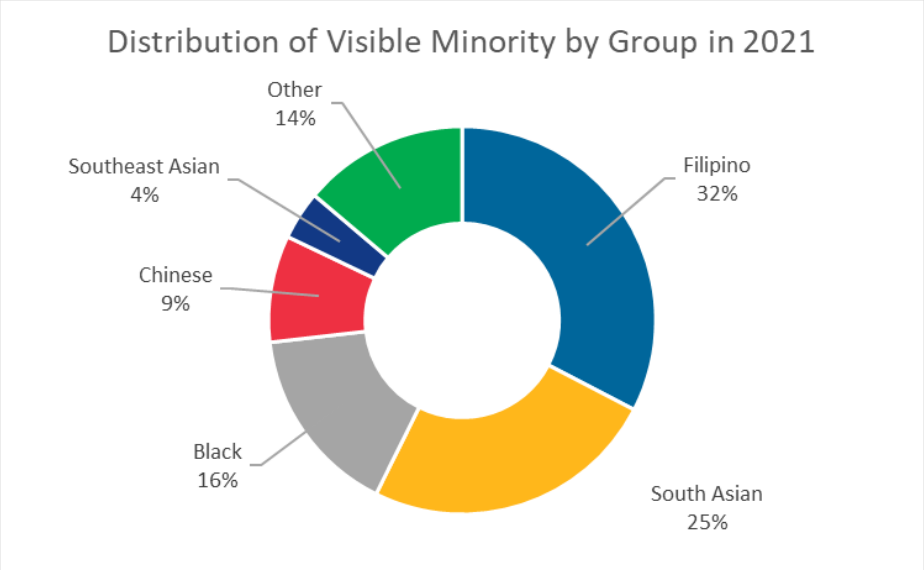
SOURCE: Statistics Canada, Table 17-10-0135-01, Population estimates, July 1, by census subdivision, 2016 boundaries

OUR PEOPLE

Winnipeg is home to diverse, multicultural, and multiethnic communities of residents. International migration continues to increase the proportion of residents who identify as visible minorities.

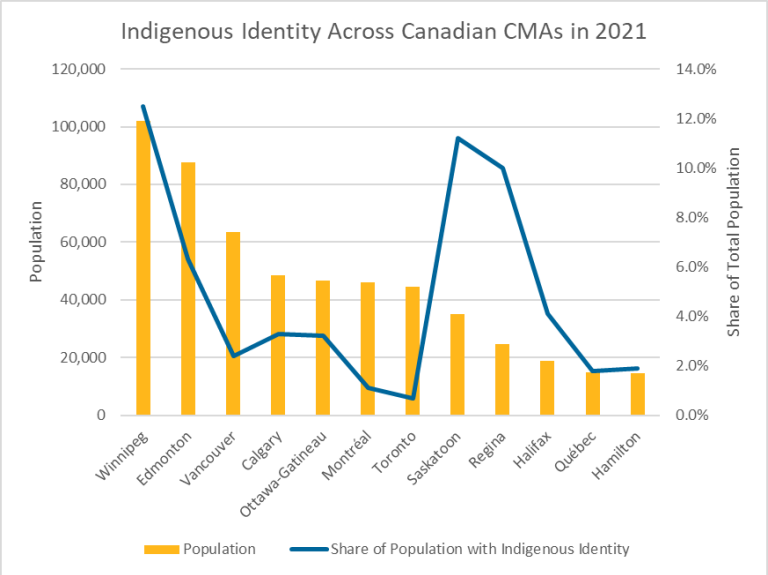


SOURCE: Statistics Canada, 2021 Census of Population



SOURCE: Statistics Canada, 2021 Census of Population

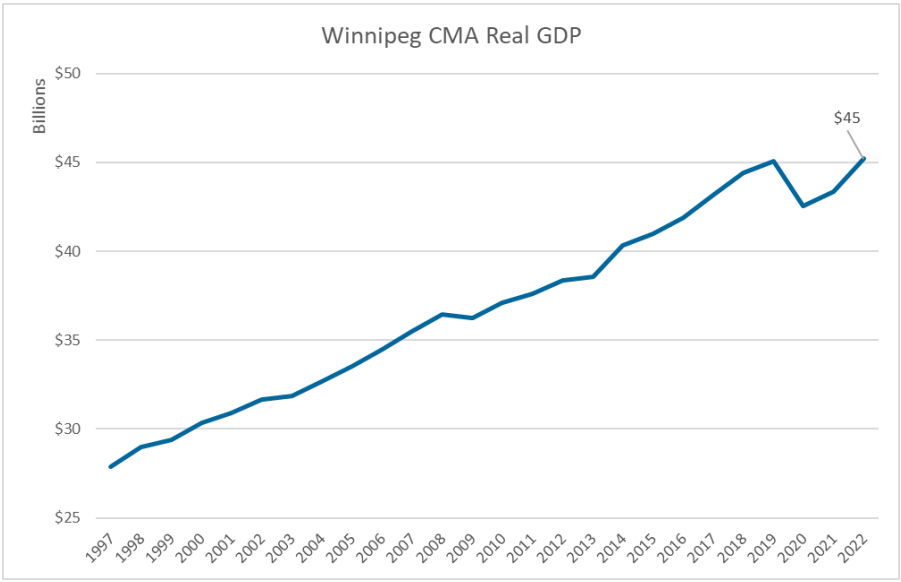
Winnipeg is also home to the largest Indigenous population in Canada among major cities across the country.



SOURCE: Statistics Canada, 2021 Census of Population

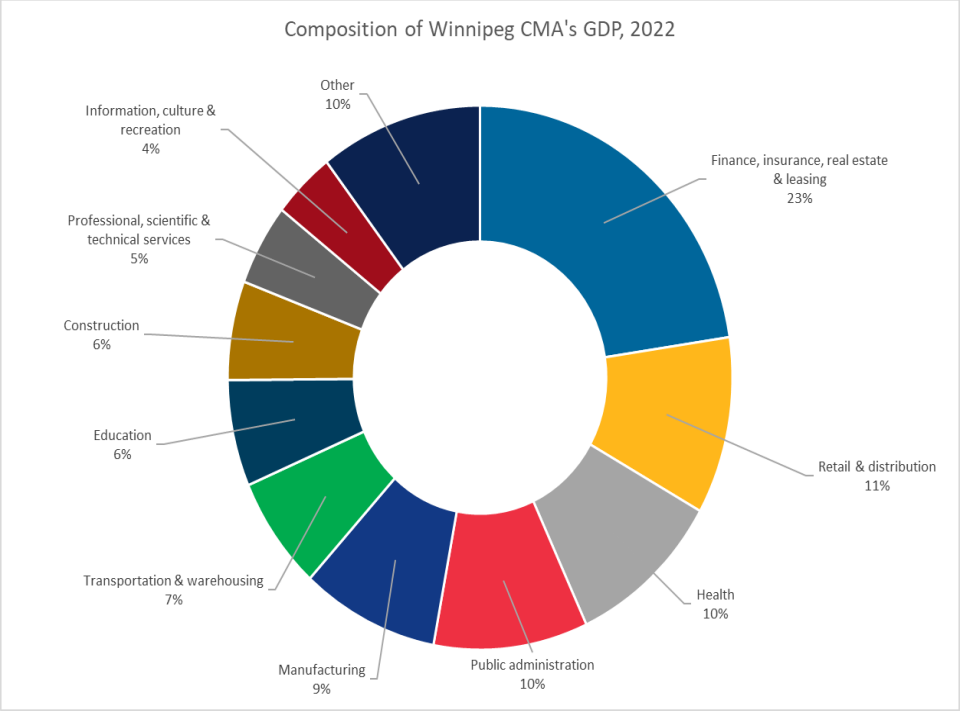
OUR ECONOMY

Winnipeg's Gross Domestic Product grew to $45 billion in 2022, after a decline with the onset of COVID-19 in 2020.



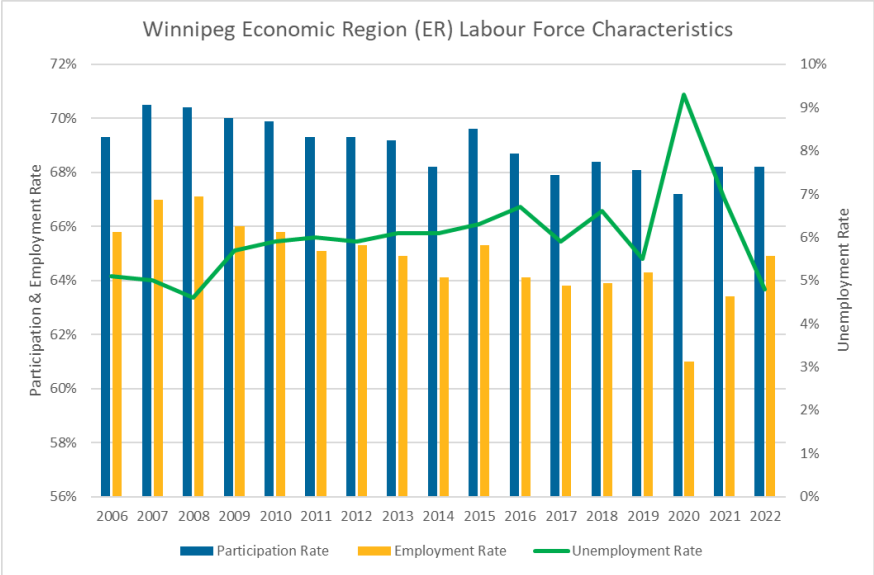
SOURCE: Oxford Economics, March 2023 National Outlook for Canada

A key strength of Winnipeg's economy is its diversity, providing stability to its overall economic growth.



SOURCE: Oxford Economics, March 2023 National Outlook for Canada

The COVID-19 pandemic disrupted many aspects of Winnipeg's labour market, but recovery from the pandemic is evident across key labour force characteristics.



SOURCE: Statistics Canada. Table 14-10-0393-01 Labour force characteristics, annual

STRATEGIC PLANNING PROCESS

The *OurWinnipeg2045* development plan was approved by Council May 26, 2022 with a commitment to plan implementation through development of a strategic priorities action plan (SPAP). Council doesn't have to implement any proposal in *OurWinnipeg2045*, but any action taken must be consistent with it per *The City of Winnipeg Charter Act*.

The Public Service met with Council members a number of times in 2022 to better understand their strategic planning needs and begin to co-create a SPAP process. The Public Service also initiated an interdepartmental strategic planning advisory committee to coordinate information sharing and feedback in the development of the process and plan.

On September 22, 2022, Council adopted a new and recurring strategic planning process that follows the conclusion of civic elections. After the October 26, 2022 civic election, the Public Service initiated conversations with incoming Council to confirm participation and co-create a strategic planning process. The Public Service met with Council members in smaller groups in November 2022, to understand what they heard from residents throughout the election campaign, their ward and city-wide commitments, and how the Public Service can support strategic planning and implementation of Council direction.

A Council strategic planning retreat occurred January 14-16, 2023 in Wasagaming, Manitoba on Treaty Two lands. It resulted in relationship building, criteria for effective priorities, five 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 consensus on a shorter list of strategic priority actions for inclusion in the SPAP.

Criteria for effective priority actions discussed included city-wide scope, alignment with existing Council guiding documents and plans, amount of positive impact, and equitable investment in community renewal and growth. Many of the complex and interconnected opportunities and challenges Council prioritized support multiple themes and will require coordination, support, and leadership between governments. The City will take direct action on some, collaborate on others, and advocate, where appropriate, to get results for residents over the four-year Council term.

Approval of the SPAP is a public process allowing review and input from residents in delegation to committees. The approval process starts with each Community Committee reviewing the draft strategic plan, 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 balanced 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.

PRIORITY THEMES, ACTIONS, AND OUTCOMES

KEY THEME: THE DOWNTOWN

Why it's a Priority: Downtown Winnipeg is the heart and economic engine of the city. It is a distinct, interconnected microcosm with contrasting socio-economic realities, growth and decline, and layers of history. Downtown is home to many residents, including vulnerable people and many social service agencies. A strong, resilient, and equitable downtown contributes positively to the quality of life of the entire city.

What we Plan to Achieve: Make downtown Winnipeg a vibrant, safe, clean, and welcoming complete community and tourist destination for all residents and visitors. We will do this by supporting infill development, mixed uses, affordable housing, increasing green spaces, active transportation, and prioritizing equity deserving groups, including vulnerable and unsheltered residents, and areas of the city.

PRIORITY ACTIONS	OUTCOME
1. Accelerate completion of the downtown secondary plan (CentrePlan) taking into consideration: a. Infrastructure needs such as electric vehicle charging stations, greenspace, and public art b. Transforming surface parking lots, vacant buildings, or other desirable lots into green spaces and parks to increase greenspace, canopy, and improve connectivity across waterways to surrounding amenities	Attract people downtown Improved access and to public spaces, greenspaces and amenities
2. Transition the temporary patio program into a permanent program	Support and increase access to local business
3. Repair the Portage and Main concourse	Improve accessibility and safety in the pedestrian environment
4. Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown	Improve access to safe community spaces
5. 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	Increase safety and wellbeing
6. Develop a city-wide housing strategy and action plan including in downtown	Net new residential not-for-profit, affordable and low barrier transitional housing units

KEY THEME: A STRONG ECONOMY

Why it's a Priority: A strong economy is needed to fund city services. A strong economy requires an efficient transportation system and job creation. It also requires growing the population through immigration and ensuring an affordable supply of housing for young families and new Canadians.

What we Plan to Achieve: A strong economy through investment in sustainable transportation, land use and infrastructure investment to increase connectivity for trade, development intensification, employment, and amenities.

PRIORITY ACTIONS	OUTCOME
7. Create a new operating and capital funding relationship and model between the provincial and civic governments	Fiscal sustainability through Increase access to operating and capital funds
8. Review the City's debt policy and compare with other Canadian jurisdictions	Fiscal sustainability through increased access to capital funds
9. Invest in and implement the Sustainable Procurement Action Plan	Increase employment opportunities that foster social and economic equity
10. Complete the servicing capacity plan for sewer and water	Support development intensification
11. Initiate water and wastewater servicing for Phase 1A of CentrePort South expansion	Support development intensification
12. Review the process for land development decisions	Streamline land development decision making and permitting
13. Hiring more development case officers	Simplify, better coordinate, increase speed of, and measure progress on permit and zoning process
14. Amend zoning bylaws to allow residential construction "as-of-right" over commercial sites including retail malls	Support development intensification
15. Improve coordination of utility cuts across departments and with external agencies	Increase coordination and collaboration
16. Identify strategic opportunities to partner with Indigenous governments to build economic opportunity through urban reserves	Economic reconciliation
17. Initiate Chief Peguis Trail extension, west-Main to Brookside	Increase connectivity for trade, goods, and people movement
18. Initiate redevelopment of Route 90 Improvements - Taylor to Ness	Increase connectivity for trade, goods, and people movement

KEY THEME: A LIVABLE, SAFE, HEALTHY, HAPPY CITY

Why it's a Priority: Winnipeggers diverse backgrounds are a strength, and we all have a role in creating the city's success. To do that, the City creates the conditions and services for residents and visitors to have their basic needs met and a high quality of life, to feel safe, healthy, and happy.

What we Plan to Achieve: Make high quality services more available, accessible, and affordable to those who need it most, and build a city that is safe and improves the health and wellbeing of residents. We will do this by supporting reconciliation, welcoming newcomers, poverty reduction, recreation, green spaces, and advocating to and partnering with governments on shared goals.

PRIORITY ACTIONS	OUTCOME
19. 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	Reconciliation with Indigenous peoples and governments
20. Co-create a city-wide community safety, well-being, and crime prevention action plan in collaboration with community-level partner agencies and stakeholders	Increase safety and wellbeing
21. Accelerate implementation of the Poverty Reduction Strategy that includes: a. Development and implementation of a coordinated and comprehensive plan with all governments and community agencies to address root causes of homelessness	Reduce poverty and homelessness
22. Construct more affordable and social housing through private sector partnerships	Reduce poverty and homelessness Reduce barriers and red tape
23. Increase funding to local and regional parks based on the optimal stage in infrastructure lifecycles	Enhance regional and local parks
24. Increase funding to implement the Winnipeg Recreation Strategy taking into consideration: a. Review the role of General Council of Winnipeg Community Centres (GCWCC) and community centre model to ensure financial sustainability and that funding is aligned with service level needs b. Increase library and recreation hours in a manner that optimizes public access c. Recruit and retain more employees from equity deserving groups and those from the inner city, especially for Parks and Recreation d. Restore the community incentive grant program	Improve access to library and recreation services and facilities More diverse City workforce

KEY THEME: A GREEN AND GROWING CITY WITH SUSTAINABLE RENEWABLE OF INFRASTRUCTURE

Why it's a Priority: As climate change accelerates, so too does the need for mitigation and adaptation as Winnipeg's population grows. New and renewed infrastructure requirements need to recognize climate change by reducing long-term costs and minimizing greenhouse gas emission impacts on current and future generations.

What we Plan to Achieve: A sustainable, green approach to growth and renewal of infrastructure focusing on climate resiliency, renewable energy, waste diversion, protecting and growing the urban forest, road and pedestrian safety, and public and active transportation.

PRIORITY ACTIONS	OUTCOME
25. Plant new and replacement trees in streets and parks using a 2:1 ratio	Increase the size and health of the urban forest tree canopy
26. Prune street and park trees on a 7-year cycle	Increase the size and health of the urban forest tree canopy
27. Accelerate completion and implementation of the Pedestrian and Cycling Strategy	Achieve a comprehensive, safe, and well-maintained walking and cycling network that eliminates gaps on collector and arterial streets
28. Accelerate implementation of the Winnipeg Transit Master Plan	Increase passenger and bus operator safety across the Winnipeg Transit system Increase Winnipeg Transit and Transit Plus service levels, frequency, reliability, and availability
29. Update Winnipeg's Climate Action Plan, including development of a Climate Resiliency Strategy (mitigation and adaptation)	Increased resiliency to climate change
30. Build partnerships with external financing agencies for solar and geothermal energy generation	Increase solar energy generation and geothermal energy use in existing and new City buildings
31. Create a new green agency	Increase solar energy generation and geothermal energy use in existing and new City buildings
32. Develop and implement a city-wide residential food waste collection (green cart) and processing program	Increase waste diversion
33. Increase coordination to address speeding, traffic calming, properly designed streets, and modern road and sidewalk engineering	Increase road safety for all users/modes
34. Initiate replacement of the Arlington Bridge	Renewal of aging infrastructure, improving connectivity

KEY THEME: A CITY THAT WORKS FOR RESIDENTS THROUGH IMPROVED CUSTOMER SERVICE

Why it's a Priority: The City's ability to meet the needs of its residents relies on coordinated access to information, processes, and services that reduce barriers to participation. Public feedback enables issues to be identified, understood, and changes to be made. The city is a public trust, and the customer service it provides residents and visitors reflects its level of commitment to the people it serves.

What we Plan to Achieve: Deliver high quality services across multiple touch points between the city and the residents and visitors it serves by building a "yes first" innovation focused employee culture, improve 311 communication, and increased coordination across city departments.

PRIORITY ACTIONS	OUTCOME
35. Improve communications, flow of information, relationships, and collaboration between the Public Service and Council	Deliver high quality services across multiple touch points between the city and the residents and visitors it serves
36. Improve 311 service communications with the public	Increased level of service
37. Create a coordinated, one-stop-shop process for by-law enforcement	Increase enforcement of by-laws
38. Consolidate departmental responsibilities for garbage collection to one city department	More coordinated solid waste collection
39. Review the Local Improvement Program for gravel backlanes	Increase the number of gravel backlanes upgraded annually
40. Amend the Ward Allowance Fund Policy to increase Councillor ward allowances	Improve recruitment and retention of office staff, and support research and analysis
41. Develop neighbourhood action team framework including roles, responsibilities, priority areas, and reporting structure, and deploy into the community as needed	Increase service delivery coordination across departments

ACCOUNTABILITY AND NEXT STEPS

Under the leadership of the Chief Administrative Officer and Senior Management Team, the Public Service will continue to support, communicate, and measure progress with Council on plan implementation. Departments will begin to align processes and levels of service and adjust budget or human resources as appropriate. The Public Service will work interdepartmentally to coordinate, communicate, and build consensus on recommendations to achieve Council's direction.

After adoption of the Strategic Priorities Action Plan (SPAP), the Public Service will identify a framework to measure and report on SPAP progress, including key performance indicators that align with the actions and outcomes. This could include a data and measurement dashboard to easily communicate the status and impact of the priority actions.

SPAP is intended to be a living document and as community needs and circumstances change so can the plan. The Public Service will propose a process for all Council members to conduct an annual review of the plan, to reflect on progress, discuss priorities and accountability. Lessons learned in this first strategic planning process will be incorporated into future planning reviews and cycles.