# APPENDIX A – SPAP ALIGNMENT MATRIX

| ACTION ID | COUNCIL PRIORITY THEME | PRIORITY ACTION | *OURWINNIPEG 2045* ALIGNMENT | PRIMARY PLAN ALIGNMENT | ALIGNMENT DETAILS |
|---|---|---|---|---|---|
| 1.1 | The Downtown | Accelerate completion of the downtown secondary plan (CentrePlan) taking into consideration items 1.1.1 - 1.1.3 | 1.3 Integrated Service Planning & Outcomes<br>3.6 Downtown Economic Investment<br>6.2 Complete Communities Characteristics<br>6.15 Transformative Areas<br>6.17 Downtown Economic Investment<br>6.18 Downtown Economic Investment<br>6.19 Downtown Economic Investment | Complete Communities Direction Strategy | **Complete Community Direction Strategy**<br><br>C1-1.7: Develop a downtown plan<br>C1-1.8: Define appropriate targets for development and intensification in each Downtown District<br>C1-1.10: Review and amend the Downtown Zoning By-law<br>C1-1.8(c): Indicators to measure success or show improvement in areas such as environmental responsibility, amount of greenspace, safety, economic activity etc.<br><br>**Secondary & Other Plan Alignment:**<br><br>Community Energy Investment Roadmap<br><br>Garbage and Recycling Master Plan<br><br>Multi-Family Waste Diversion and Management Strategy |
| 1.1.1 | The Downtown | Infrastructure needs such as electric vehicle charging stations, greenspace, and public art | 2.1 Climate Action Targets<br>2.11 Eliminate Fossil Fuel Dependence<br>2.19 Leverage Green Infrastructure<br>4.13 Inclusive Public Places | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>C1-6.1: Develop Downtown pedestrian facilities design guidelines<br>G3-4.8: Master green space and natural corridor plan by-law<br><br>**Secondary & Other Plan Alignment:**<br><br>Parks Strategy<br><br>Transportation Master Plan (draft)<br><br>Community Energy Investment Roadmap |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 1.1.2 | The Downtown | 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 | 2.1 Climate Action Targets<br>2.17 Regional Water Resource Management<br>2.19 Leverage Green Infrastructure<br>2.21 Leverage Green Infrastructure<br>4.8 Building Safety | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>C1-2.2: Facilitate the redevelopment of vacant or underutilized properties, such as surface parking lots, to support increased residential and mixed-use development, when servicing allows, to achieve a sustainable, inclusive and vibrant Downtown.<br>C1-2.6: Facilitate the assembly of vacant properties or surface parking lots at strategic development locations Downtown.<br>C1-4.1: Reduce the number of surface parking lots Downtown, and discourage the creation and expansion of standalone surface parking lots, particularly in areas with high pedestrian activity, in accordance with the Downtown Parking Strategy<br>C1-4.2: Establish surface parking licensing program and fees for downtown standalone surface parking lots.<br>E3-4.1.1: Develop a tree protection by-law for Major Open Spaces that identifies categories of trees to be designated for protection, specific protections to be provided to these trees, and penalties for non-compliance<br><br>**Secondary & Other Plan Alignment:**<br><br>Parks Strategy<br><br>Community Energy Investment Roadmap<br><br>Urban Forest Strategy (draft)<br><br>Master Greenspace & Natural Corridor Plan Bylaw (in development) |
| 1.1.3 | The Downtown | Renew and enhance the Wayfinding Sign System in the downtown | 1.7 Equitable Service Access<br>6.41 Inclusive Public Places | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>C1-8.3: Design a new system of pedestrian wayfinding signage and maps<br><br>**Secondary & Other Plan Alignment**:<br><br>Downtown Recovery Strategy<br><br>Transit Master Plan |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 1.2 | The Downtown | Transition the temporary patio program into a permanent program | 3.6 Downtown Economic Investment<br>3.11 Community Economic Development<br>4.9 Inclusive Public Places<br>4.12 Inclusive Public Places<br>4.13 Inclusive Public Places<br>6.41 Inclusive Public Places | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>C1-8.9: Encourage the creation of a patio culture to enliven streets and draw people throughout the day<br>C2-3.1.4: Encouraging balconies and public spaces, such as plazas, patios, or other pedestrian amenities.<br>D1-2.2: Encourage the location of commercial or mixed-use buildings at or near the front and corner side property lines to create a pedestrian orientation. Use setbacks to reinforce the public realm through landscaping and pedestrian amenities, such as entryways, patios, benches, and bicycle parking. |
| 1.3 | The Downtown | Repair the Portage and Main concourse | 1.7 Equitable Service Access<br>3.17 Sustainable Transportation Connectivity<br>4.1 Health Equity<br>4.6 Community Safety<br>4.9 Inclusive Public Places<br>4.10 Transportation Safety<br>4.12 Inclusive Public Places<br>5.1 Equitable Service Access<br>6.22 Complete Streets | Accessibility Plan | **Accessibility Plan** - a commitment to ensuring inclusive access and participation within the facilities, services, and programs that are within the City's jurisdiction and realm of influence for all people who live, work, or visit the city.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Energy Investment Roadmap<br><br>Transportation Master Plan (draft)<br><br>Transit Master Plan<br><br>Pedestrian & Cycling Strategies |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 1.4 | The Downtown | Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown | 1.4 Integrated Knowledge and Resources<br>1.7 Equitable Service Access<br>1.14 Youth Leadership<br>1.15 Community Capacity Development<br>3.12 Poverty Reduction<br>4.2 Evidence-Informed Health Action<br>4.3 Proactive Health Intervention<br>4.5 Healthy Food<br>4.6 Community Safety<br>4.7 Community Safety<br>4.9 Inclusive Public Places<br>4.11 Equitable Service Access<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>5.6 Equitable Service Access<br>5.8 Community Cohesion | Poverty Reduction Strategy | **Poverty Reduction Strategy**:<br><br>**Goal 4:** Community wellbeing supports for those in greatest need are increased.<br>**Goal 6:** All city services are equitable, inclusive and accessible.<br>**Goal 8:** Equity in community safety is increased through collaboration. |
| 1.5 | The Downtown | 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 | 1.4 Integrated Knowledge and Resources<br>1.7 Equitable Service Access<br>1.17 Neighbourhood Needs Assessment<br>1.19 Equitable Service Access<br>2.16 Waste Minimization<br>4.1 Health Equity<br>4.3 Proactive Health Intervention<br>4.7 Community Safety<br>4.8 Building Safety<br>4.9 Inclusive Public Places | Poverty Reduction Strategy | **Poverty Reduction Strategy:**<br><br>**Goal 4:** Community wellbeing supports for those in greatest need are increased.<br>**Goal 6:** All city services are equitable, inclusive and accessible.<br>**Goal 8:** Equity in community safety is increased through collaboration. |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 1.6 | The Downtown | Develop a city-wide housing strategy and action plan including in downtown | 1.3 Integrated Service Planning & Outcomes<br>1.7 Equitable Service Access<br>1.13 Urban Reserves<br>1.17 Neighbourhoods Needs Assessment<br>2.1 Climate Action Targets<br>2.16 Waste Minimization<br>4.3 Proactive Health Intervention<br>4.4 Affordable & Supportive Housing Options<br>4.8 Building Safety<br>5.2 Affordable & Supportive Housing Options<br>5.3 End Homelessness<br>5.6 Equitable Service Access<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>6.2 Complete Communities Characteristics<br>6.39 Affordable & Supportive Housing Options | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>G5-1.6: Develop a housing strategy that identifies actions and programs to support affordable housing development. Implementation Plan G5 Housing: Develop a housing strategy to identify actions and programs to support affordable housing development<br>G5-3.7: Develop and maintain a comprehensive supply and demand analysis of housing needs within the City of Winnipeg across the entire housing continuum. Based on this information identify ways to fill gaps in housing need which may include setting targets.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Energy Investment Roadmap<br><br>Poverty Reduction Strategy<br><br>Rapid Housing Initiatives<br><br>Housing Accelerator Fund<br><br>Neighbourhood Liveability By-Law |
| 2.1 | A Strong Economy | Create a new operating and capital funding relationship and model between the provincial and civic governments | 1.6 Results-based Budgeting<br>1.7 Equitable Service Access<br>1.8 Accountable Revenue Generation<br>1.9 Responsive Change Management<br>1.12 Integrated Regional Planning<br>1.21 Strategic Procurement<br>2.1 Climate Action Targets<br>2.6 Integrated Regional Planning<br>2.17 Regional Water Resource Management<br>4.2 Evidence-Informed Health Action<br>4.4 Affordable and Supportive Housing<br>4.7 Community Safety<br>5.3 End Homelessness<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>6.7 Fiscally Sustainable Growth<br>6.29 New Communities<br>6.36 Full Range of Municipal Services<br>6.46 Brownfield Land | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>B2-3.4: collaborate with other levels of government on legislative and regulatory reform initiatives to enhance the authority of the City to collect revenue to finance land development<br>B2-3.4.1: secure sustainable sources of municipal funding for both capital and operating needs of the City<br>B2-3.4.2: identify major growth-related capital works that require direct investment from the provincial and/or federal government<br>B2-3.4.3: review funding formulas for grants and other contributions relating to growth<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Financial Management Plan, Goal #1: ensure a sustainable revenue structure<br><br>Community Energy Investment Roadmap |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 2.2 | A Strong Economy | Review the City's debt policy and compare with other Canadian jurisdictions | 1.3 Integrated Service Planning and Outcomes<br>1.5 Evidence-Informed Decisions<br>1.6 Results-based Budgeting<br>1.8 Accountable Revenue Generation<br>1.9 Responsive Change Management<br>1.12 Integrated Regional Planning<br>1.21 Strategic Procurement<br>3.2 Strategic Enterprise Supports<br>6.7 Fiscally Sustainable Growth<br>6.8 Plan for and Accommodate Forecasted Growth<br>6.14 Greenfield Phasing<br>6.36 Full Range of Municipal Services | Unique/New Council Direction | **Possible Strategic Alignment:**<br><br>**Financial Management Plan, Goal #7:** Manage debt, ensuring debt issuance and outstanding debt is in accordance with the debt management policy & debt strategy |
| 2.3 | A Strong Economy | Invest in and implement the Sustainable Procurement Action Plan | 1.3 Integrated Service Planning & Outcomes<br>2.1 Climate Action Targets<br>1.6 Results- Based Budgeting<br>1.9 Responsive Change Management<br>1.16 Equitable Funding Distribution<br>1.21 Strategic Procurement<br>3.1 Strategic Enterprise Supports<br>3.2 Strategic Enterprise Supports<br>3.10 Indigenous Economic Development<br>3.14 Strategic Enterprise Supports<br>3.15 Community Capacity Development<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens | Sustainable Procurement Action Plan & Framework | **Sustainable Procurement Action Plan** - investing in the plan aligns with the plan's three-year implementation plan<br><br>**Secondary & Other Plan Alignment:**<br><br>Community Energy Investment Roadmap<br><br>Poverty Reduction Strategy |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 2.4 | A Strong Economy | Complete the servicing capacity plan for sewer and water | 2.1 Climate Action Targets<br>2.2 Climate Action Investment<br>2.4 Climate Resilient Growth<br>2.16 Waste Minimization<br>2.17 Regional Water Resource Management<br>2.18 Potable Water Conservation<br>3.2 Strategic Enterprise Supports<br>4.7 Community Safety<br>6.1 Sustainable Urban Growth<br>6.2 Complete Communities Characteristics<br>6.5 Climate Resilient Growth<br>6.6 Intensification Target<br>6.7 Fiscally Sustainable Growth<br>6.8 Plan for and Accommodate Forecasted Growth<br>6.9 Secondary Plans<br>6.36 Full Range of Municipal Services | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>B1-2.3.3.3: Review water, wastewater, and land drainage infrastructure capacity in the built-up area<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Energy Investment Roadmap<br><br>Housing Accelerator Fund |
| 2.5 | A Strong Economy | Initiate water and wastewater servicing for Phase 1A of CentrePort South expansion | 1.12 Integrated Regional Planning<br>2.2 Climate Action Investment<br>2.4 Climate Resilient Growth<br>2.6 Integrated Regional Planning<br>2.17 Regional Water Resource Management<br>2.18 Potable Water Conservation<br>3.2 Strategic Enterprise Supports<br>3.5 Strategic Enterprise Supports<br>6.1 Sustainable Urban Growth<br>6.9 Secondary Plans<br>6.31 Employment Lands<br>6.34 Airport Area<br>6.36 Full Range of Municipal Services | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>B1-1.0: Ensure forecasted growth is responsibly planned<br>B2-2.0: Strive for financially sustainable city infrastructure, capital assets, and services<br>B3-1.3: Extend municipal services such as piped water, piped waste water, piped drainage and urban standard roadway, only when it can be done in an environmentally sound, and economical and timely manner.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Energy Investment Roadmap |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 2.6 | A Strong Economy | Review the process for land development decisions | 1.3 Integrated Service Planning and Outcomes<br>1.9 Responsive Change Management<br>1.11 Representative and Participatory Democracy<br>1.13 Urban Reserves<br>1.19 Equitable Service Access<br>3.1 Strategic Enterprise Supports<br>3.20 Strategic Enterprise Supports<br>5.5 Indigenous Lens<br>6.44 Compatible Growth | Governance Review Report | **Governance Review**<br><br>Recommendation #7 - Discontinue Community Committee role in the Development Applications process<br>Recommendation #15 - Streamline the Development Application process<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Complete Communities Development Strategy<br><br>Housing Accelerator Fund |
| 2.7 | A Strong Economy | Hire more development case officers | 1.7 Equitable Service Access<br>1.9 Responsive Change Management<br>1.18 Responsible, Representative and Resilient Workforce<br>1.19 Equitable Service Access<br>3.14 Strategic Enterprise Supports<br>6.1 Sustainable Urban Growth | Unique/New Council Direction | The **2023 Operating & Capital budget** included $2 million to maintain temporary staff in Planning, Property and Development to ensure timely processing of permits. |
| 2.8 | A Strong Economy | Amend zoning bylaws to allow residential construction over commercial sites including retail malls | 6.6 Intensification Targets<br>6.18 Downtown Economic Investment<br>6.25 Mixed Use Centres<br>6.38 Transit-Oriented Development<br>6.40 Commercial Areas<br>6.42 Inclusive Public Places<br>6.44 Compatible Growth | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>H1-4.1:Review and update the Winnipeg Zoning By-law to conform with this by-law and OurWinnipeg.<br>B1-2.3: Work with the Province to allow the City to enter into development agreements with developers via the building permit process<br>B1-2.3.3.3: Review water, wastewater, and land drainage infrastructure capacity in the built up area<br>C1-1.10: Review and amend the Downtown Zoning By-law<br>C4-5.0: Allow for the long term, residential mixed use intensification of Mixed-Use Centres<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Energy Investment Roadmap<br><br>Housing Accelerator Fund |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 2.9 | A Strong Economy | Improve coordination of utility cuts across departments and with external agencies | 1.4 Integrated Knowledge and Resources<br>1.12 Integrated Regional Planning<br>1.19 Equitable Service Access<br>6.36 Full Range of Municipal Services | Unique/New Council Direction | |
| 2.10 | A Strong Economy | Actively support strategic partnerships led by Indigenous governments to build economic opportunity through urban reserves | 1.7 Equitable Service Access<br>1.12 Integrated Regional Planning<br>1.11 Representative and Participatory Democracy<br>1.13 Urban Reserves<br>1.15 Community Capacity Building<br>3.10 Indigenous Economic Development<br>5.2 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>5.6 Equitable Service Access<br>5.7 Community Cohesion | Complete Communities Direction Strategy | **Complete Communities Direction Strategy**<br><br>F2-1.0: Welcome and facilitate the creation of urban reserves within Winnipeg<br><br>**Secondary & Other Plan Alignment:**<br><br>Indigenous Accord |
| 2.11 | A Strong Economy | Initiate Chief Peguis Trail extension, west-Main to Brookside | 1.5 Evidence-informed Decisions<br>1.9 Responsive Change Management<br>3.2 Strategic Enterprise Supports<br>3.20 Strategic Enterprise Supports<br>6.2 Complete Communities Characteristics<br>6.6 Intensification Target<br>6.7 Fiscally Sustainable Growth<br>6.8 Plan for and Accommodate Forecasted Growth<br>6.29 New Communities<br>6.37 Transit-Oriented Development<br>6.44 Compatible Growth | City of Winnipeg Infrastructure Plan 2020 | **City of Winnipeg Infrastructure Plan 2020**<br><br>Identified as priority #29<br><br>**Secondary & Other Plan Alignment:**<br><br>Complete Communities Direction Strategy: G2-6.0: Limit potential impact on neighbourhoods from major roadways while allowing major roadways to function efficiently for their intended use<br><br>Community Energy Investment Roadmap<br><br>Pedestrian and Cycling Strategy and Action Plan<br><br>Transit Master Plan<br><br>Transportation Master Plan (draft) |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 2.12 | A Strong Economy | Initiate redevelopment of Route 90 Improvements - Taylor to Ness | 2.4 & 2.5 Climate Resilient Growth<br>3.10 Indigenous Economic Development<br>Environmental Resilience Objective 2: Prioritize sustainable transportation as the mobility option of choice.<br>City Building Objective 2: Integrate resilient land use, transportation and infrastructure planning and investments<br>1.5 Evidence-informed Decisions<br>1.9 Responsive Change Management<br>2.1 Climate Action Targets<br>2.9 Reduce Road Congestion<br>3.2 Strategic Enterprise Supports<br>3.20 Strategic Enterprise Supports<br>6.7 Fiscally Sustainable Growth<br>6.8 Plan for and Accommodate Forecasted Growth<br>6.37 Transit-Oriented Development<br>6.44 Compatible Growth | City of Winnipeg Infrastructure Plan 2020 | **City of Winnipeg Infrastructure Plan 2020**<br><br>Identified as priority #14<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Complete Communities Direction Strategy: G2-6.0: Limit potential impact on neighbourhoods from major roadways while allowing major roadways to function efficiently for their intended use<br><br>Combined Sewer Overflow Master Plan<br><br>Winnipeg Transit Master Plan<br><br>Pedestrian and Cycling Strategy and Action Plan<br><br>Community Energy Investment Roadmap<br><br>Transportation Master Plan (draft) |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.1 | A Livable, Safe, Healthy, Happy City | Accelerate implementation of municipal responsibilities for United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation Commission Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice | 1.7 Equitable Service Access<br>1.12 Integrated Regional Planning<br>1.13 Urban Reserves<br>1.14 Youth Leadership<br>1.15 Community Capacity Building<br>3.10 Indigenous Economic Development<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>5.6 Equitable Service Access<br>5.7 Community Cohesion<br>5.9 Heritage Conservation | Indigenous Accord | **Indigenous Accord - Principle #1:** The United Nations Declaration on the Rights of Indigenous Peoples is the framework for reconciliation at all levels and across all sectors of Canadian society.<br><br>The Missing and Murdered Indigenous Women and Girls Calls for Justice is included in the Accord commitment and reporting process.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>***OurWinnipeg 2045*** - policy 5.4 prioritizes municipal implementation responsibilities within the United Nations Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Commission of Canada's Calls to Action, and the National Inquiry into Missing & Murdered Indigenous Women & Girls Calls for Justice.<br><br>**Safe City by Design/LiveSAFE Crime Prevention Strategy**<br><br>Council disposition (November 17, 2021) directed the principles of the City of Winnipeg Indigenous Accord and relevant community safety Calls to Action and Justice of the Truth & Reconciliation Commission (TRC) and Murdered & Missing Indigenous Women & Girls (MMIWG) be incorporated into the renamed Safe City by Design.<br><br>Oshki Anishinaabe Nigaaniwak<br><br>Winnipeg Indigenous Accord<br><br>Equity, Diversity, and Inclusion Policy<br><br>Complete Communities Direction Strategy<br><br>Poverty Reduction Strategy |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.2 | A Livable, Safe, Healthy, Happy City | Co-create a city-wide community safety, well-being, and crime prevention action plan in collaboration with community-level partner agencies and stakeholders | 1.4 Integrated Knowledge and Resources<br>1.5 Evidence-Informed Decisions<br>1.7 Equitable Service Access<br>1.10 & 1.11 Representative and Participatory Democracy<br>1.14 Youth Leadership<br>1.15 Community Capacity Building<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens | Safe City by Design/LiveSAFE Crime Prevention Strategy | **Safe City by Design/LiveSAFE Crime Prevention Strategy**<br><br>**Council Disposition (November 17, 2021)** directed the Public Service to report back on a collective impact approach that bridges & aligns principles and goals in Council directed work concerning housing, poverty, social inclusion and community safety existing City strategies.<br><br>**Council Disposition (May 30, 2023)** directed the work to date of the Public Service, in relation to the LiveSAFE policy, be included in the development of the city-wide community safety, well-being, and crime prevention action plan, as outlined in the Strategic Priorities Action Plan (SPAP); and<br><br>That the development of the community safety, well-being, and crime prevention action plan, envisioned to begin in 2024, should reside under the direction of the Office of the CAO, as it will solicit and incorporate a broad range of inputs from various departments, other levels of government, including Indigenous governments, law enforcement, partner agencies and community groups representing a wide assortment of Winnipeg residents.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Safety Strategic Action Plan<br><br>Poverty Reduction Strategy<br><br>Newcomer Welcome & Inclusion Policy & Strategy<br><br>Fire Paramedic Service Master Plan<br><br>Winnipeg Police Service Strategic Plan |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.3 | A Livable, Safe, Healthy, Happy City | Accelerate implementation of the Poverty Reduction Strategy that includes item 3.3.1 | 1.3 Integrated Service Planning & Outcomes<br>1.4 Integrated Knowledge and Resources<br>1.5 Evidence-Informed Decisions<br>1.7 Equitable Service Access<br>1.10 & 1.11 Representative and Participatory Democracy<br>1.14 Youth Leadership<br>2.13 Renewable Energy Production & Equity<br>2.18 Potable Water Conservation<br>2.22 Local Food Security<br>3.12 Poverty Reduction<br>3.13 Poverty Reduction<br>3.14 Strategic Enterprise Supports<br>3.17 Sustainable Transportation Connectivity<br>3.18 Digital Communications<br>3.19 Community Capacity Development<br>4.1 Health Equity<br>4.3 Proactive Health Intervention<br>4.4 Affordable & Supportive Housing Options<br>4.5 Healthy Food<br>4.6 Community Safety<br>4.7 Community Safety<br>4.8 Building Safety<br>4.9 Inclusive Public Places<br>5.2 Affordable & Supportive Housing Options<br>5.3 End Homelessness<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>5.6 Equitable Service Access<br>5.7 Community Cohesion<br>6.2 Complete Communities Characteristics<br>6.39 Affordable and Supportive Housing Options | Poverty Reduction Strategy | **Poverty Reduction Strategy Implementation Plan** - in development for Council consideration in Q4.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Housing Accelerator Fund<br><br>Indigenous Accord |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.3.1 | A Livable, Safe, Healthy, Happy City | Development and implementation of a coordinated and comprehensive plan with all governments and community agencies to address root causes of homelessness | 1.4 Integrated Knowledge and Resources<br>1.5 Evidence-Informed Decisions<br>1.7 Equitable Service Access<br>1.10 & 1.11 Representative and Participatory Democracy<br>1.14 Youth Leadership<br>2.13 Renewable Energy Production & Equity<br>2.18 Potable Water Conservation<br>2.22 Local Food Security<br>3.12 Poverty Reduction<br>3.13 Poverty Reduction<br>3.14 Strategic Enterprise Supports<br>3.17 Sustainable Transportation Connectivity<br>3.18 Digital Communications<br>3.19 Community Capacity Development<br>4.1 Health Equity<br>4.3 Proactive Health Intervention<br>4.4 Affordable & Supportive Housing Options<br>4.5 Healthy Food<br>4.6 Community Safety<br>4.7 Community Safety<br>4.8 Building Safety<br>4.9 Inclusive Public Places<br>5.2 Affordable & Supportive Housing Options<br>5.3 End Homelessness<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>5.6 Equitable Service Access<br>5.7 Community Cohesion<br>6.2 Complete Communities Characteristics<br>6.39 Affordable and Supportive Housing Options | Poverty Reduction Strategy | **Poverty Reduction Strategy**<br><br>Goal #1 - Equity & a culture of caring are demonstrated through strategy implementation & systems change<br>Goal #2 - The city actively plans for and partners in affordable housing<br>Goal #8 - Equity in community safety is increased through collaboration<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Sustainable Procurement Action Plan & Framework<br><br>Rapid Housing Initiatives<br><br>Housing Accelerator Fund<br><br>End Homelessness Winnipeg multi-year funding<br><br>Indigenous Accord<br><br>Safe City by Design/LiveSAFE Crime Prevention Strategy |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.4 | A Livable, Safe, Healthy, Happy City | Construct more affordable and social housing through partnerships with private sector, not-for-profit, and other governments | 3.1 Strategic Enterprise Supports<br>3.6 Downtown Economic Investment<br>3.10 Indigenous Economic Development<br>3.12 Poverty Reduction<br>4.3 Proactive Health Intervention<br>4.4 Affordable & Supportive Housing Options<br>5.2 Affordable & Supportive Housing Options<br>5.3 End Homelessness<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>6.2 Complete Communities Characteristics<br>6.39 Affordable and Supportive Housing Options | Poverty Reduction Strategy | **Poverty Reduction Strategy**<br><br>Life Pole (Focus Area) – Affordable Housing<br>Goal #2 - The city actively plans for and partners in affordable housing<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Complete Community Direction Strategy<br><br>Rapid Housing Initiatives<br><br>Affordable Housing Now<br><br>Housing Accelerator Fund |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.5 | A Livable, Safe, Healthy, Happy City | Increase funding to local and regional parks based on the optimal stage in infrastructure lifecycles | 1.7 Equitable Service Access<br>1.9 Responsive Change Management<br>1.14 Youth Leadership<br>1.17 Neighbourhood Needs Assessment<br>2.1 Climate Action Targets<br>2.2 Climate Action Investment<br>2.4 Climate Resilient Growth<br>2.17 Regional Water Resource Management<br>2.19 Leverage Green Infrastructure<br>2.20 Leverage Green Infrastructure<br>2.21 Leverage Green Infrastructure<br>2.22 Local Food Security<br>2.23 Urban Soil Conservation<br>2.24 Low-Impact Ecosystem Management<br>4.1 Health Equity<br>4.9 Inclusive Public Places<br>4.11 Equitable Service Access<br>4.13 Inclusive Public Places<br>5.5 Indigenous Lens<br>5.9 Heritage Conservation<br>6.29 New Communities<br>6.33 Major Open Space<br>6.43 Heritage Conservation | Parks Strategy | **Parks Strategy**<br><br>Level of service target: less than 5% of park amenities are of poor/very poor quality<br>Action 13 - strive to renew or replace park infrastructure at the optimal stage in its lifecycle<br>Action 64 - explore a methodology for establishing a capital reserve which sets aside annually an amount based on a percentage of the annual depreciation of park infrastructure, to be used for its future renewal<br>Action 32 - initiate a city-wide cultural landscape plan for the City of Winnipeg that could then be used to prioritize Indigenous led initiatives in parks<br>Action 38 - develop a Master Greenspace and Natural Corridors Plan By-law to replace, or as a companion to the Ecologically Significant Natural Lands Strategy and Policy<br>Action 69 - review and seek Council support to implement the Strategic Infrastructure Renewal Policy (SIRP) to ensure that all new parks include an operating and maintenance budget, in accordance with asset management best practices.<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Complete Communities Direction Strategy<br><br>City of Winnipeg 2020 Infrastructure Plan<br><br>Garbage & Recycling Master Plan |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 3.6 | A Livable, Safe, Healthy, Happy City | Increase funding to implement the Winnipeg Recreation Strategy | 1.3 Integrated Service Planning & Outcomes<br>1.7 Equitable Service Access<br>1.9 Responsive Change Management<br>1.14 Youth Leadership<br>1.17 Neighbourhood Needs Assessment<br>2.19 Leverage Green Infrastructure<br>2.20 Leverage Green Infrastructure<br>2.22 Local Food Security<br>3.16 Optimize Facility Access<br>3.17 Sustainable Transportation Connectivity<br>3.21 Community Capacity Development<br>4.1 Health Equity<br>4.3 Proactive Health Intervention<br>4.9 Inclusive Public Places<br>4.11 Equitable Service Access<br>4.12 Inclusive Public Places<br>5.1 Equitable Service Access<br>5.5 Indigenous Lens<br>5.7 Community Cohesion<br>5.8 Community Cohesion<br>5.9 Heritage Conservation<br>6.2 Complete Communities Characteristics<br>6.29 New Communities<br>6.33 Major Open Space | Recreation Strategy | **Recreation Strategy**<br><br>Action #2 - Undertake regular reviews of the recreation system including, but not limited to, identifying community needs or interests; reviewing participation levels and identifying possible barriers to participation; and assessing policies, fee structures, and service offerings<br><br>Action #14 - Provide biennial updates on the implementation of the Winnipeg Recreation Strategy focusing on the recommended capital plan and the key strategic actions<br><br>**Secondary & Other Plan Alignment:**<br><br>City of Winnipeg 2020 Infrastructure Plan<br><br>Newcomer Welcome and Inclusion Policy and Strategic Framework<br><br>Equity, Diversity, & Inclusion Policy & Strategy<br><br>Poverty Reduction Strategy |
| 3.7 | A Livable, Safe, Healthy, Happy City | Restore the community incentive grant program | 1.4 Integrated Knowledge and Resources<br>1.5 Evidence Informed Decisions<br>1.7 Equitable Service Access<br>1.16 Equitable Funding Distribution<br>2.2 Climate Action Investment<br>3.4 Community Economic Development<br>3.7 Heritage Investment<br>3.10 Indigenous Economic Development<br>3.16 Optimize Facility Access<br>3.21 Community Capacity Development<br>4.11 Equitable Service Access<br>4.12 Inclusive Public Places<br>4.13 Inclusive Public Places<br>5.8 Community Cohesion | Unique/New Council Direction | The **2023 Operating & Capital Budget** recommended the development, ideally through the modification of an existing program, of a ward-by-ward community granting program, details of which are to be confirmed in advance of the new, multi-year budget. |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 4.1 | A Green & Growing City with Sustainable Renewal of Infrastructure | Plant new and replacement trees in streets and parks using a 2:1 ratio | 2.1 Climate Action Targets<br>2.7 Air Quality Conservation<br>2.17 Regional Water Resource Management<br>2.19 Leverage Green Infrastructure<br>2.20 Leverage Green Infrastructure<br>2.21 Leverage Green Infrastructure<br>2.24 Urban Soil Conservation<br>4.7 Community Safety<br>4.13 Inclusive Community Places | Urban Forest Strategy (Draft) | **Urban Forestry Strategy (draft)**<br><br>May 2022 draft Urban Forest Strategy identifies a 1:1 tree replacement target<br><br>**Secondary & Other Plan Alignment:**<br><br>City of Winnipeg 2020 Infrastructure Plan<br><br>Complete Communities Direction Strategy<br><br>Community Energy Investment Roadmap<br><br>Parks Strategy |
| 4.2 | A Green & Growing City with Sustainable Renewal of Infrastructure | Prune street and park trees on a 7-year cycle | 2.1 Climate Action Targets<br>2.7 Air Quality Conservation<br>2.17 Regional Water Resource Management<br>2.19 Leverage Green Infrastructure<br>2.20 Leverage Green Infrastructure<br>2.21 Leverage Green Infrastructure<br>2.24 Urban Soil Conservation<br>4.7 Community Safety<br>4.13 Inclusive Community Places | Urban Forest Strategy (Draft) | **Urban Forestry Strategy (draft)**<br><br>May 2022 draft Urban Forest Strategy identifies a 7-year cycle target for pruning street trees, and a 12-year cycle target for park trees<br><br>**Secondary & Other Plan Alignment:**<br><br>City of Winnipeg 2020 Infrastructure Plan<br><br>Complete Communities Direction Strategy<br><br>Community Energy Investment Roadmap<br><br>Parks Strategy |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 4.3 | A Green & Growing City with Sustainable Renewal of Infrastructure | Accelerate completion and implementation of the Pedestrian and Cycling Strategy | 2.1 Climate Action Targets<br>1.3 Integrated Service Planning & Outcomes<br>2.4 Climate Resilient Growth<br>2.5 Climate Resilient Growth<br>2.6 Integrated Regional Planning<br>2.8 Climate Action Leadership<br>2.9 Reduce Road Congestion<br>3.11 Community Economic Development<br>3.17 Sustainable Transportation Connectivity<br>4.1 Health Equity<br>4.3 Proactive Health Intervention<br>4.6 Community Safety<br>4.9 Inclusive Public Places<br>4.10 Transportation Safety<br>4.12 Inclusive Public Places<br>5.1 Equitable Service Access<br>5.5 Indigenous Lens<br>6.2 Complete Communities Characteristics<br>6.20 Corridors<br>6.22 Complete Streets<br>6.23 Urban Mixed Use Corridors<br>6.24 Transit-Oriented Development<br>6.25 Mixed Use Centres<br>6.26 Major Redevelopment Sites<br>6.28 New Communities<br>6.29 New Communities<br>6.33 Major Open Space<br>6.39 Affordable and Supportive Housing Options<br>6.37 Transit-Oriented Development<br>6.41 Inclusive Public Places | Transportation Master Plan (Draft) | **Transportation Master Plan (draft)**<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Road Safety Strategic Action Plan (Action #C02)<br><br>Pedestrian & Cycling Strategy<br><br>Community Energy Investment Roadmap<br><br>City of Winnipeg 2020 Infrastructure Plan<br><br>Poverty Reduction Strategy |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 4.4 | A Green & Growing City with Sustainable Renewal of Infrastructure | Accelerate implementation of the Winnipeg Transit Master Plan | 1.3 Integrated Service Planning & Outcomes<br>1.7 Equitable Service Access<br>1.9 Responsible Change Management<br>1.12 Integrated Regional Planning<br>2.1 Climate Action Targets<br>2.2 Climate Action Investment<br>2.4 Climate Resilient Growth<br>2.5 Climate Resilient Growth<br>2.6 Integrated Regional Planning<br>2.7 Air Quality Conservation<br>2.8 Climate Action Leadership<br>2.9 Reduce Road Congestion<br>2.10 Digital Communications<br>2.11 Eliminate Fossil Fuel Dependence<br>3.4 Community Economic Development<br>3.11 Community Economic Development<br>3.17 Sustainable Transportation Connectivity<br>4.1 Health Equity<br>4.3 Proactive Health Intervention<br>4.6 Community Safety<br>4.7 Community Safety<br>4.9 Inclusive Public Places<br>4.10 Transportation Safety<br>5.1 Equitable Service Access<br>5.5 Indigenous Lens<br>6.2 Complete Communities Characteristics<br>6.9 Secondary Plans<br>6.20 Corridors<br>6.21 Regional Mixed Use Corridors<br>6.22 Complete Streets6.28 New Communities<br>6.29 New Communities<br>6.39 Affordable and Supportive Housing Options<br>6.37 Transit-Oriented Development<br>6.41 Inclusive Public Places | Transit Master Plan | **Transit Master Plan**<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Community Energy Investment Roadmap<br><br>Transportation Master Plan (draft)<br><br>Poverty Reduction Strategy |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 4.5 | A Green & Growing City with Sustainable Renewal of Infrastructure | Update Winnipeg's Climate Action Plan, including development of a Climate Resiliency Strategy (mitigation and adaptation) | 1.3 Integrated Service Planning & Outcomes<br>1.5 Evidence-Informed Decisions<br>1.6 Results-Based Budgeting<br>1.7 Equitable Service Access<br>1.8 Accountable Revenue Generation<br>1.9 Responsive Change Management<br>1.12 Integrated Regional Planning<br>1.14 Youth Leadership<br>1.17 Neighbourhood Needs Assessment<br>1.21 Strategic Procurement<br>**All Environmental Resilience Policy 2.1-2.24**<br>3.2 Strategic Enterprise Supports<br>3.4 Community Economic Development<br>4.1 Healthy Equity<br>4.7 Community Safety<br>4.8 Building Safety<br>5.1 Equitable Service Access<br>5.4 Reconciliation with Indigenous Peoples<br>5.5 Indigenous Lens<br>6.3 Major Open Space<br>6.5 Climate Resilient Growth<br>6.6 Intensification Target<br>6.7 Fiscally Sustainable Growth<br>6.16 Establish Communities<br>6.29 New Communities<br>6.37 Transit-Oriented Development<br>6.44 Compatible Growth | Community Energy Investment Roadmap | **Climate Action Plan & Community Energy Investment Roadmap**<br><br>Develop a City-wide carbon budget that is accounted for in all City programs, projects and activities to demonstrate how they will achieve net zero emissions by 2050.<br><br>Establish greenhouse gas emissions reduction targets for the overall parks system and its operations, as identified in Winnipeg's Climate Action Plan.<br><br>**Secondary & Other Plan Alignment:**<br><br>Garbage & Recycling Master Plan<br><br>Transit Master Plan<br><br>Transportation Master Plan (draft) |
| 4.6 | A Green & Growing City with Sustainable Renewal of Infrastructure | Build partnerships with external financing agencies for solar and geothermal energy generation | 2.1 Climate Action Targets<br>2.12 Eliminate Fossil Fuel Dependence<br>2.13 Renewable Energy Production and Equity | Community Energy Investment Roadmap | **Community Energy Investment Roadmap**<br><br>Program #13: Solar PV on existing buildings - starting in 2022, install solar PV on existing buildings, achieving on average 50% of building electric load, scaling up to 50% of existing buildings by 2050. |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 4.7 | A Green & Growing City with Sustainable Renewal of Infrastructure | Create a new green energy agency | 1.4 Integrated Knowledge and Resources<br>1.5 Evidence-Informed Decisions<br>1.6 Results-Based Budgeting<br>1.7 Equitable Service Access<br>1.8 Accountable Revenue Generation<br>1.9 Responsive Change Management<br>1.12 Integrated Regional Planning<br>1.21 Strategic Procurement<br>2.1 Climate Action Targets<br>2.2 Climate Action Investment<br>2.3 Climate Action Leadership<br>2.4 Climate Resilient Growth<br>2.11 Eliminate Fossil Fuel Dependence<br>2.12 Eliminate Fossil Fuel Dependence<br>2.13 Renewable Energy Production and Equity<br>2.15 Circular Economy<br>2.16 Waste Minimization<br>2.19 Leverage Green Infrastructure<br>3.2 Strategic Enterprise Supports<br>3.3 Economic Research and Innovation | Unique/New Council Direction | **Community Energy Investment Roadmap**<br><br>Program #13: Solar PV on existing buildings - starting in 2022, install solar PV on existing buildings, achieving on average 50% of building electric load, scaling up to 50% of existing buildings by 2050.<br><br>Program #7: A Renewable Energy Economy which includes: 7.1:Renewable Energy Action Group, 7.2:Rooftop Solar PV, 7.3:Parking lot solar PV, 7.4:Household and neighbourhood energy storage, 7.5: Community solar gardens, 7.6:Renewable energy co-operatives, 7.7:Zero Emissions District Energy<br><br>Target Renewable Energy: Rooftop solar PV Installed 203 MW (2017-2025), 1,303 MW (2026-2030)<br><br>**Secondary & Other Plan Alignment:**<br><br>City of Winnipeg 2020 Infrastructure Plan |
| 4.8 | A Green & Growing City with Sustainable Renewal of Infrastructure | Develop and implement a city-wide residential food waste collection (green cart) and processing program | 2.1 Climate Action Targets<br>2.2 Climate Action Investment<br>2.2 Climate Action Leadership<br>2.15 Circular Economy<br>2.16 Waste Minimization<br>2.19 Leverage Green Infrastructure<br>2.22 Local Food Security<br>2.23 Urban Soil Conservation<br>2.24 Low-Impact Ecosystem Management<br>4.5 Healthy Food<br>4.13 Inclusive Public Places<br>5.1 Equitable Service Access<br>6.32 Rural and Agricultural Areas<br>6.33 Major Open Spaces | Garbage & Recycling Master Plan | **Garbage & Recycling Master Plan**<br><br>**Comprehensive Integrated Waste Management Strategy, Source Separated Organics:** a source separated (kitchen organics) trial be conducted, and based on the results of the trial program and subject to capital budget approval, a full-scale source separated organics program be implemented.<br><br>**Secondary & Other Plan Alignment:**<br><br>Community Energy Investment Roadmap<br><br>Climate Action Plan<br><br>2022 Food Systems Snapshot |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 4.9 | A Green & Growing City with Sustainable Renewal of Infrastructure | Increase coordination to address speeding, traffic calming, properly designed streets, and modern road and sidewalk engineering | 1.7 Equitable Service Access<br>3.20 Strategic Enterprise Supports<br>4.12 Inclusive Public Places<br>4.7 Community Safety<br>4.9 Inclusive Public Places<br>4.10 Transportation Safety<br>6.2 Complete Communities Characteristics<br>6.20 Corridors<br>6.21 Regional Mixed-Use Corridors<br>6.22 Complete Streets<br>6.23 Urban Mixed-Use Corridors<br>6.24 Transit-Oriented Development<br>6.44 Compatible Growth | Road Safety Strategic Action Plan | **Road Safety Strategic Action Plan**<br><br>Action #R14: Integrate road safety into engineering asset management prioritization<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Pedestrian & Cycling Strategy<br><br>Community Energy Investment Roadmap<br><br>Transportation Master Plan (draft) |
| 4.10 | A Green & Growing City with Sustainable Renewal of Infrastructure | Initiate replacement of the Arlington Bridge | 1.6 Results-Based Budgeting<br>1.7 Equitable Service Access<br>1.9 Responsive Change Management<br>2.1 Climate Action Target<br>2.2 Climate Action Investment<br>2.5 Climate Resilient Growth<br>2.6 Integrated Regional Planning<br>2.9 Reduce Road Congestion<br>3.2 Strategic Enterprise Supports<br>2.16 Optimize Facility Access<br>4.7 Community Safety<br>4.10 Transportation Safety<br>6.2 Complete Communities Characteristics<br>6.8 Plan for and Accommodate Forecasted Growth<br>6.37 Transit-Oriented Development<br>6.45 Neighbourhood Connectivity | City of Winnipeg Infrastructure Plan 2020 | **City of Winnipeg 2020 Infrastructure Plan**<br><br>Identified as Priority #31<br><br>**<u>Secondary & Other Plan Alignment:</u>**<br><br>Transportation Master Plan (draft)<br><br>Complete Communities Direction Strategy<br><br>Community Energy Investment Roadmap |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 5.1 | A City that Works for Residents through Improved Customer Service | Improve communications, flow of information, relationships, and collaboration between the Public Service and Council | 1.3 Integrated Service Planning and Outcomes<br>1.4 Integrated Knowledge and Resources<br>1.6 Results-based Budgeting<br>1.5 Evidence Informed Decisions<br>1.8 Accountable Revenue Generation<br>1.9 Responsive Change Management | Governance Review Report | **Governance Review Report**<br><br>Recommendation #1: Develop a formal orientation process that includes documented roles and responsibilities for Members of Council<br>Recommendation #2: Formalize process for requests for information and reports from administration<br>Recommendation #3: Increase Council access to resources, and improve public accessibility of Council budget information<br>Recommendation #5: Streamline the flow of information and recommendations to Council and ensure all direction by Members of Council to the administration is recorded as a resolution<br>Recommendation #13: Ensure the results of public input on a matter before Council are readily accessible to Council<br>Recommendation #14: Establish an overarching Council approved strategic plan, including a framework to annually monitor progress, review priorities and renew the plan at least with each term of Council |
| 5.2 | A City that Works for Residents through Improved Customer Service | Improve 311 service communications with the public | 1.4 Integrated Knowledge and Resources<br>1.7 Equitable Service Access<br>1.18 Responsive, Representative and Resilient Workforce<br>1.19 Equitable Service Access<br>4.7 Community Safety | Unique/New Council Direction | |
| 5.3 | A City that Works for Residents through Improved Customer Service | Create a coordinated, one-stop-shop process for by-law enforcement | 1.4 Integrated Knowledge and Resources<br>1.7 Equitable Service Access<br>1.19 Equitable Service Access<br>4.8 Building Safety | Unique/New Council Direction | |
| 5.4 | A City that Works for Residents through Improved Customer Service | Consolidate departmental responsibilities for garbage collection to one City department | 1.4 Integrated Knowledge and Resources<br>1.7 Equitable Service Access<br>1.9 Responsive Change Management<br>2.1 Climate Action Targets<br>2.4 Climate Resilient Growth<br>2.8 Climate Action Leadership<br>2.15 Circular Economy<br>2.16 Waste Minimization<br>5.1 Equitable Service Access | Unique/New Council Direction | **Council adopted motion (September 22, 2022)** - Public Service report to Council on consolidating all city garbage collection into the Solid Waste Utility.<br><br>**Potential Strategic Alignments:**<br><br>Garbage & Recycling Master Plan<br><br>Community Energy Investment Roadmap |

# APPENDIX A – SPAP ALIGNMENT MATRIX

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| 5.5 | A City that Works for Residents through Improved Customer Service | Review the Local Improvement Program for gravel backlanes | 1.5 Evidence-Informed Decisions<br>1.8 Accountable Revenue Generation<br>1.9 Responsive Change Management<br>6.2 Complete Communities Characteristics<br>6.16 Established Communities<br>6.36 Full Range of Municipal Services | Unique/New Council Direction | **Potential Strategic Alignments:**<br><br>Transportation Master Plan (draft)<br><br>Road Safety Strategic Action Plan<br><br>Pedestrian and Cycling Strategy and Action Plan |
| 5.6 | A City that Works for Residents through Improved Customer Service | Amend the Ward Allowance Fund Policy to increase Councillor ward allowances | 1.6 Results-Based Budgeting<br>1.18 Responsive, Representative and Resilient Workforce<br>1.19 Equitable Service Access | Governance Review Report | **Governance Review Report**<br><br>Recommendation #3 - increase Council access to resources, and improve public accessibility of Council budget information |
| 5.7 | A City that Works for Residents through Improved Customer Service | Develop neighbourhood action team framework including roles, responsibilities, priority areas, and reporting structure, and deploy into the community as needed | 1.4 Integrated Knowledge and Resources<br>1.7 Equitable Service Delivery<br>1.9 Responsive Change Management<br>1.17 Neighbourhood Needs Assessment | Unique/New Council Direction | **Potential Strategic Alignments:**<br><br>Garbage & Recycling Master Plan<br><br>Community Energy Investment Roadmap<br><br>Poverty Reduction Strategy |