**Minutes – Executive Policy Committee – April 22, 2025**

**Report – Standing Policy Committee on Water, Waste and Environment – April 11, 2025**

**Item No. 4 Rapid Response Process for Water and Wastewater Servicing Capacity Inquiries**

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Water, Waste and Environment and submitted the following to Council:

1. That the proposed rapid response process for applicant inquires related to available water and wastewater servicing capacity, as set out in Appendix D, be approved.

2. That the addition of eight new FTEs be approved to the Water and Waste establishment as an in-year approval of the 2025 Operating Budget at an estimated cost of $478,604 (prorated for implementation in July 2025) to implement the Rapid Response Process and augment staff resources for capacity and resiliency.

3. That, subject to approval of Recommendation 1, the Engineering Servicing Capacity Search Fee of $220 be established effective July 1, 2025, and to thereafter be identified on the Fees and Charges Schedule.

4. That the addition of three new FTEs to the Water and Waste establishment, at an estimated annual cost of $353,812 to further augment staff resources for capacity and resiliency, be referred to the 2027 Budget Review Process.

5. That the addition of two new FTEs to the Water and Waste establishment, at an estimated annual cost of $256,618 to further augment staff resources for capacity and resiliency, be referred to the 2029 Budget Review Process.

6. That the Rapid Response Process for Water and Wastewater Servicing Capacity Inquiries report presented by the Winnipeg Public Service be brought forward for information to the Standing Policy Committee on Property and Development.

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

## Report – Standing Policy Committee on Water, Waste and Environment – April 11, 2025

DECISION MAKING HISTORY:

Moved by Councillor Eadie,

That the recommendation of the Standing Policy Committee on Water, Waste and Environment be concurred in and forwarded to Council.

Carried

Loren Remillard, President and CEO, The Winnipeg Chamber of Commerce, submitted a communication in support of the matter.

STANDING COMMITTEE RECOMMENDATION:

On April 11, 2024, the Standing Policy Committee on Water, Waste and Environment concurred in the recommendation of the Winnipeg Public Service, with the following amendment:

- Add the following new Recommendation 6 and renumber the remaining recommendation accordingly:

  "6. That the Rapid Response Process for Water and Wastewater Servicing Capacity Inquiries report presented by the Winnipeg Public Service be brought forward for information to the Standing Policy Committee on Property and Development."

and submitted the matter to the Executive Policy Committee and Council.

COUNCIL DECISION:

On December 12, 2024, Council concurred in the recommendation of the Standing Policy Committee on Water, Waste and Environment and adopted the following:

1. That an extension of time of up to 120 days be granted for the Winnipeg Public Service to report back on the creation of a rapid response process for applicant inquiries related to available water and wastewater servicing capacity for potential development sites.

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

**Report – Standing Policy Committee on Water, Waste and Environment – April 11, 2025**

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On December 4, 2024, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Water, Waste and Environment and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On November 22, 2024, the Standing Policy Committee on Water, Waste and Environment concurred in the recommendation of the Winnipeg Public Service and submitted the following to the Executive Policy Committee and Council:

1. That an extension of time of 120 days be granted for the Winnipeg Public Service to report back on the creation of a rapid response process for applicant inquiries related to available water and wastewater servicing capacity for potential development sites.

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

COUNCIL DECISION:

On July 18, 2024, Council adopted the recommendation of the Executive Policy Committee which included the following:

1. That the Public Service to be directed to:

    D. Take steps wherever possible to accelerate completion of Phases 1 and 2 of the Wastewater Capacity Studies, as directed by Council on December 15, 2021 as part of the 2022 Operating and Capital Budget, in order to create a rapid response process for applicant inquiries related to available water and wastewater servicing capacity for potential development sites and to have this process approved by Council no later than its December 2024 meeting.

# ADMINISTRATIVE REPORT

Title: Water and Wastewater Infrastructure Capacity Study, and Rapid Response Process for Servicing Capacity Inquiries

Critical Path: The Standing Policy Committee on Water, Waste and Environment – Executive Policy Committee – Council

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| C. D. Wiebe, P.Eng., Manager of Engineering Services | Tim W. Shanks, M. Eng., P. Eng., Director of Water and Waste Department | T. Graham | S. Armbruster, Interim CAO |

## EXECUTIVE SUMMARY

The Water and Waste Department (WWD) reviews proposed developments during the development process. WWD reviews available water, wastewater, and land drainage capacity.

WWD has limited resources for these reviews. More infill development and densification increases this pressure on resources. Timelines for this process often do not align with the expectations of the development community. WWD has worked to identify process improvements that meet this need.

**Review and Assessment of Municipal Servicing for Water, Sewer and Land Drainage Development**
WWD engaged a consultant in 2023 for the Review and Assessment of Municipal Servicing for Water, Sewer and Land Drainage Development study (commonly referred to as the Water and Wastewater Infrastructure Capacity Study). The scope of this work was to:

- Review the City's internal development application processes;
- Conduct a market scan to assess how other Canadian cities assess their infrastructure capacity and processes; and
- Develop process improvement options for the City.

The study identified the following key outcomes:

1. No municipalities had maps that showed real-time local (accurate to the street level) wastewater capacity constraints.

2. Maintaining a real-time hydraulic model for local capacity would significantly increase capital and operational costs without a relative increase in benefit or efficiency.

3. Having a calibrated regional (sewer district level) hydraulic model would provide significant benefit in long-term regional infrastructure planning and capacity assessment. It would provide a good return on investment.

4. There are significantly less resources in WWD for development-related reviews and approvals compared to other municipalities. The study identified the need for new staff (FTEs) to enable WWD to undertake development reviews and capacity assessments at a desired level of service. WWD recommends 13 FTEs over a four-year period.

**Rapid Response Process**
The current inquiry response time target for WWD is 30 calendar days. Implementing a Rapid Response Process aims to decrease the inquiry response time to seven calendar days for standard, well defined inquiries, and up to 14 calendar days for more complex evaluations.

The market scan identified that some municipalities charge a fee for initial review of capacity information. The Public Service recommends an Engineering Servicing Capacity Search Fee (inquiry service fee) to provide some cost recovery and ensure inquiries are serious in nature.

Implementing a Rapid Response Process includes three key initiatives:
1. Standardizing the inquiry intake process
2. Dedicating four (of the previously identified 13) FTEs to enabling accurate and timely review of inquiries
3. Establishing a fee for the inquiry service

**Process Improvement Recommendations**
The Public Service recommends a phased approach to implement the proposed initiatives identified in the servicing study, giving priority to those that will lead to the fastest and most impactful improvements in response times.

1. <u>Implement Rapid Response Process in 2025</u>
    - Hire four FTEs
    - Implement an Engineering Servicing Capacity Search Fee of $220. This fee, which would be effective July 1, 2025, should be reviewed on an annual basis.

    It is estimated to take approximately three months following the start of process change to see early results and an anticipated one-year to achieve the desired target level of service.

2. <u>Augment Staff Resources for Capacity and Resiliency</u>
    In order to further improve the existing level of service to expected standards, additional resources are required:
    - 2025 – addition of four FTEs
      Benefit: enhance subject matter expertise, improve strategic planning and develop a regional wastewater model
    - 2027 – addition of three FTEs
      Benefit: conduct serviceability studies to better understand constraints and required improvements in infill priority areas
    - 2029 – addition of two FTEs
      Benefit: improve resiliency and flexibility within the services development teams, and ultimately ensure the sustainability of a new, improved, level of service.

Implementing these recommendations are expected to have a net annual operating cost of:

- 2025: $ 434,504
- 2026: $ 916,580
- 2027: $ 1,318,885
- 2028: $ 1,386,773
- 2029 onward: $ 1,684,662

## RECOMMENDATIONS

1. That the proposed rapid response process for applicant inquires related to available water and wastewater servicing capacity, as set out in Appendix D, be approved.

2. That the addition of eight new FTEs be approved to the Water and Waste establishment as an in-year approval of the 2025 operating budget at an estimated cost of $478,604 (prorated for implementation in July 2025) to implement the Rapid Response Process and augment staff resources for capacity and resiliency.

3. That, subject to approval of Recommendation 1, the Engineering Servicing Capacity Search Fee of $220 be established effective July 1, 2025, and to thereafter be identified on the Fees and Charges Schedule.

4. That the addition of three new FTEs to the Water and Waste establishment, at an estimated annual cost of $353,812 to further augment staff resources for capacity and resiliency, be referred to the 2027 budget process.

5. That the addition of two new FTEs to the Water and Waste establishment, at an estimated annual cost of $256,618 to further augment staff resources for capacity and resiliency, be referred to the 2029 budget process.

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

## REASON FOR THE REPORT

On June 24, 2021, Council directed the Public Service to return in up to 90 days with a cost and schedule to map out the existing underground water and sewer capacity in Winnipeg, starting with the most critical areas of the city as recommended by the Public Service.

On December 15, 2021, Council concurred in the recommendation of the Executive Policy Committee and adopted that, further to Council direction on June 24, 2021, the development of the Strategic Infrastructure Plan for Sustainable Social and Economic Development be delivered by the Public Service in phases:

i. Phase 1: Investigation of existing underground water and sewer capacity at an estimated cost of $3.0 million to be funded by Water and Waste retained earnings

On July 18, 2024, Council concurred in the recommendation of the Executive Policy Committee and directed the Public Service to:

D. Take steps wherever possible to accelerate completion of Phase 1 and 2 of the Wastewater Capacity Studies, as directed by Council on December 15, 2021, as part of the 2022 Operating and Capital Budget, in order to create a rapid response process for applicant inquiries related to available water and wastewater servicing capacity for potential development sites and to have this process approved by Council no later than its December 2024 meeting.

On December 12, 2024, Council granted a 120-day extension for the Public Service to report back on the matter.

## IMPLICATIONS OF THE RECOMMENDATIONS

Additional resources to enable the department to better undertake development reviews with an enhanced level of service will increase the Water and Waste Department's employee complement by 13 FTEs and operational costs by $1,779,916 annually (by 2029). Funding will be through rates (retained earnings) and will be incorporated in future utility rate reports.

An Engineering Servicing Capacity Search Fee will provide the benefit of providing some cost recovery and is expected to limit inquiries to only those where there is a serious interest in new development.

## HISTORY/DISCUSSION

Currently, the Water and Waste Department (WWD) reviews available water, wastewater, and land drainage capacity for proposed developments at various stages throughout the development process. This includes general inquiries, development applications, and development permits.

Due to limited resources in the department, timelines for this process often do not align with the expectations of the development community. The push for infill development and densification puts increased pressure on resources to ensure existing underground infrastructure is able to accommodate the proposed development. Diligent and often detailed reviews are required to ensure that:

- There's adequate sewer or water capacity for the proposed development
- The level of service for existing customers is maintained (i.e.: basements aren't at increased risk of flooding)
- Suitable fire protection is available for the development
- The development complies with regulatory requirements, such as the City's Combined Sewer Overflow mitigation regulations

In 2021, Council directed the Public Service to undertake a study on the cost and schedule to map out existing underground water and sewer capacity. The Department understands the need to provide potential developers with capacity information in a timely and efficient manner. This information must be communicated as early in the development process as possible so potential developers can make informed decisions about the affordability of their proposals. WWD also understands that plans and market demands change over time, so the department needs to realign current processes and resources to meet expected levels of service.

## Current Process for Responding to Servicing Capacity Inquiries

WWD has a general email inbox where developers, or their consultants, are requested to submit their water, wastewater, and land drainage capacity inquiries. While this often happens, inquiries are also sent directly to individual members of WWD which can result in inefficiencies during the review process. Development inquiries are also sometimes sent only to Planning, Property, and Development (PPD) staff, eliminating the opportunity for WWD to comment on servicing capacity. WWD has worked with PPD to ensure developers are directed to submit inquiries directly to WWD.

Inquiries are received with various levels of detail. This can often result in significant back and forth discussions with the proponent to obtain the necessary information to properly review the proposed development. The current inquiry response time target for WWD is 30 calendar days.

## Review and Assessment of Municipal Servicing for Water, Sewer and Land Drainage Development Study

In May 2023, the Public Service initiated a consultant study for the Review and Assessment of Municipal Servicing for Water, Sewer and Land Drainage Development study. The goal of the study was to help develop a business case for an efficient and cost-effective solution to meet the intent of Council and the needs of developers. Although a real-time map was identified as a potential solution, the department understood the core need to be providing developers with more transparent and timely information on available infrastructure capacity.

This study looked at WWD's processes for how water and sewer infrastructure capacity is determined and communicated. It also included a municipal market scan to determine current practices in other municipalities, including whether they use real-time geographic information system (GIS) based hydraulic models to illustrate system constraints, particularly for wastewater.

The findings revealed that, while some municipalities have publicly available GIS information showing the location and sizes of infrastructure, none had real-time hydraulic models of wastewater capacity constraints. Information on capacity issues was found in reports that provide a snapshot in time for specific areas.

While a real-time local map of available capacity would be preferred to provide instant access to information, in practicality this is very labour intensive and cost prohibitive. It requires significant resourcing as well as ongoing sewer flow monitoring and model calibration. Further, given the dynamic nature of a sewer system, the model would be out of date as soon as any new development occurred.

The study determined that real-time modeling would not be a cost-effective way to increase efficiency relative to the capital and operating costs required for its maintenance. Instead, the study recommended focusing on augmenting resources to provide the level of service desired for capacity inquiries, similar to other municipalities.

The study did, however, recommend that the Public Service update and calibrate the existing wastewater sewer hydraulic model to an appropriate level of detail to better understand the City's regional wastewater infrastructure (i.e.: interceptors). This will allow the Public Service to proactively identify and monitor long term bottlenecks within the regional sewer network.

This study also highlighted a significant need for the Department to increase staffing resources to address the volume and complexity of inquiries. The market scan identified that WWD has considerably less staff to do the same work compared to other Canadian cities.

In Winnipeg, the development related applications to staff ratio is 25:1, compared to an average of 9:1 across all cities in the market scan, or an average of 6:1 excluding Winnipeg (see Appendix A – Table 1). The findings also showed that the per capita ratio of staff undertaking development reviews in Winnipeg is 0.01. This is significantly lower than the average of 0.12 across all municipalities (see Appendix A – Table 2).

Compared to the other cities reviewed:

- Winnipeg has less than 1/10$^{th}$ the FTEs reviewing development applications (10 employees vs. an average of 106)
- Winnipeg has less than 1/5$^{th}$ the FTEs in land development engineering roles (12 employees vs. an average of 69)

In total, the study recommends the addition of 16 staff to enable the department to better undertake development reviews and meet the expected level of service of Council and developers. This will help meet three key objectives:

1. Streamline processes to save time and improve efficiency
2. Improve internal resource capacity
3. Engage with industry to promote complete and accurate applications

Although the study recommends 16 FTE, by combining some responsibilities across recommendations, the department can create efficiencies and reduce the FTE ask to 13 over a phased four-year period.

**Rapid Response Process**

The pre-application process was eliminated at the July 18, 2024, Council meeting, and the Public Service was directed to create a rapid response process for applicant inquiries. The Water and Wastewater Servicing study identified the need for new processes and resources specific to responding to servicing inquiries.

To meet this need, the Department recommends implementing a Rapid Response Process that aims to decrease the inquiry response time to seven calendar days for standard, well defined inquiries. More complex evaluations may take up to 14 calendar days to review and respond to from the time the inquiry is considered complete.

In order to address this compressed timeline, the following three process improvement steps are needed.

1. <u>Standardize the intake process</u>
   The first recommendation is to standardize the intake process for all inquiries. This will be a critical step to ensuring that applications can be reviewed and responded to in the most efficient manner. This includes:

    a. Consolidating inquiry submittals to a centralized process

b. Improving inquiry submission quality from developers by providing clear information on what is required for a submission to be considered complete

Receiving quality and complete information in the inquiry the first time is critical to establishing and maintaining the proposed level of service. Incomplete inquiries, or those not submitted to the centralized email, will be returned to the proponent with direction on requirements to resubmit.

*Implementation timeframe*: approximately three months

This recommendation will provide early benefits by decreasing review time required for inquiries.

2. Obtain additional staff resources for Rapid Response work
The addition of employees whose primary role is to provide input into and respond to the proponent is critical to meeting the target response time.

Four of the FTEs identified in the study are dedicated to the Rapid Response Process. They will provide subject matter expertise in the review of inquiries and also assist in triaging, monitoring and tracking all inquiries, communicating with proponents, coordinating with other departments, and ensuring consistent and timely responses.

| Resources | Year of Implementation |
|---|---|
| 4 FTE Project Engineers (WAPSO Grade 4) | 2025 |

*Implementation timeframe:* approximately six months for recruitment, with an additional six months for training.

3. Establish an Engineering Servicing Capacity Search Fee
The market scan identified that some municipalities charge a fee for initial review of capacity information. The scan determined there were no patterns between the different municipalities and their engineering review fees. The Public Service recommends instituting a modest fee to accompany an inquiry.

This fee would provide some cost recovery and ensure inquiries are serious in nature.

Based on the market scan, WWD recommends a 2025 inquiry fee of $220.

*Implementation timeframe:* this fee would be effective July 1, 2025.

**Augment Staff Resources for Capacity and Resiliency**

In order to consistently meet the target response time, the study identified the need for the following additional resources which should be added over the next four years.

Senior Subject Matter Engineers (three Senior Project Engineers – WAPSO Grade 5)
To provide mentoring to more junior staff and to allow experienced staff to focus on the more complex files and strategic planning, three new senior-level FTE positions are required, one for each core service area. These positions would be added in 2025.

Servicing Engineers (three Project Engineers – WAPSO Grade 4, one Senior Project Engineer – WAPSO Grade 5)
The study also recommended an additional three intermediate and one senior-level FTE positions to improve resiliency and flexibility within the group and ultimately ensures the sustainability of the new level of service. Two Project Engineers would be added in 2027, the remaining two positions added in 2029.

Hydraulic Modeling Engineer (one Senior Project Engineer – WAPSO Grade 5)
The study recommended a senior-level FTE in the Wastewater Planning and Project Delivery Branch to oversee regional wastewater model updates and calibration. Their role will also involve assessing current regional network performance and identifying needs to support growth. This information will be used to recommend future capital work projects for upgrades to the regional wastewater network. This position would be added in 2025.

Servicing Study Support (one Project Coordinator – WAPSO Grade 4)
An intermediate FTE is required to oversee and manage serviceability studies. These studies, which are snapshots in time, will identify servicing constraints and future infrastructure needs to support increased density in priority infill areas. WWD will collaborate with PPD to identify the highest priority infill and intensification areas in the city. This position would be added in 2027.

A summary of resources and timing for both the Rapid Response process and the increase in capacity is shown in the following table.

| Resource | FTE | Classification | Year |
|---|---|---|---|
| Rapid Response Engineers | 4 | WAPSO Gr 4 | 2025 |
| Senior Subject Matter Engineers | 3 | WAPSO Gr 5 | |
| Hydraulic Modelling Engineer | 1 | WAPSO Gr 5 | |
| Servicing Study Support | 1 | WAPSO Gr 4 | 2027 |
| Servicing Engineers | 2 | WAPSO Gr 4 | |
| | 1 | WAPSO Gr 4 | 2029 |
| | 1 | WAPSO Gr 5 | |

**Implementation Costs**

The annual estimated operating costs to implement the Rapid Response Process is:

- 2025: $ 228,613
- 2026 onward: $ 480,669

The annual estimated operating cost to implement all other recommendations is:

- 2025: $ 249,891
- 2026: $ 525,671
- 2027: $ 905,785
- 2028: $ 950,716
- 2029 onward: $ 1,237,362

The Engineering Servicing Capacity Search Fee of $220.00 will provide partial cost recovery estimated at:

- 2025: $ 44,000
- 2026 onward: $ 89,760

The net annual estimated operating cost of all recommendations in this report is:

- 2025: $ 434,504
- 2026: $ 916,580
- 2027: $ 1,318,885
- 2028: $ 1,386,773
- 2029 onward: $ 1,684,662

**FINANCIAL IMPACT**

## Financial Impact Statement

**Date:** February 7, 2025

**Project Name:**

**First Year of Program** **2025**

Water and Wastewater Infrastructure Capacity Study, and Rapid Response Process for Servicing Capacity Inquiries

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|
| **Capital** | | | | | |
| Capital Expenditures Required | $ - | $ - | $ - | $ - | $ - |
| Less: Existing Budgeted Costs | - | - | - | - | - |
| Additional Capital Budget Required | $ - | $ - | $ - | $ - | $ - |
| **Funding Sources:** | | | | | |
| Debt - Internal | $ - | $ - | $ - | $ - | $ - |
| Debt - External | - | - | - | - | - |
| Grants (Enter Description Here) | - | - | - | - | - |
| Reserves, Equity, Surplus | - | - | - | - | - |
| Other - Enter Description Here | - | - | - | - | - |
| Total Funding | $ - | $ - | $ - | $ - | $ - |
| Total Additional Capital Budget Required | $ - | | | | |
| Total Additional Debt Required | $ - | | | | |
| **Current Expenditures/Revenues** | | | | | |
| Direct Costs | $ 478,504 | $ 1,006,340 | $ 1,410,440 | $ 1,480,159 | $ 1,779,916 |
| Less: Incremental Revenue/Recovery | 44,000 | 89,760 | 91,555 | 93,386 | 95,254 |
| Net Cost/(Benefit) | $ 434,504 | $ 916,580 | $ 1,318,885 | $ 1,386,773 | $ 1,684,662 |
| Less: Existing Budget Amounts | - | - | - | - | |
| Net Budget Adjustment Required | $ 434,504 | $ 916,580 | $ 1,318,885 | $ 1,386,773 | $ 1,684,662 |

**Additional Comments:** Costs are based on the preliminary 2025-2028 salary and benefit position budget and include payroll burdens of 19.91%. Costs shown are contingent on hiring at step nine. 2025 is based on 6 months. Funding will be through rates (retained earnings) and will be incorporated in future utility rate reports.

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Angela Wiebe for L. Szkwarek
Lucy Szkwarek, FCPA, FCGA
Manager of Finance and Administration

## CONSULTATION

This Report has been prepared in consultation with:

N/A

## OURWINNIPEG POLICY ALIGNMENT

This report aligns with OurWinnipeg 2045 Policy 6.6 Intensification Target, by making development in intensification target areas easier and more desirable and predictable.

> Objective: Responsibly plan, prioritize and accommodate growth in areas that best support Complete Communities principles, to achieve this Plan's sustainable development goals.

## WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Climate Action Plan (CAP), and it was determined that the CAP is not applicable to this specific report.

## WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

This report aligns with the Winnipeg Poverty Reduction Strategy (WPRS) by implementing:

> Goal: Equity and a Culture of Caring are Demonstrated through Strategy Implementation and Systems Change.

## SUBMITTED BY

Department: Water and Waste
Division: Engineering Services
Prepared by: Matt Nikkel, P. Eng., Ho Lau, C.E.T.
Date: February 13, 2024
File No.: W-1046

ATTACHMENTS:

APPENDIX A - Findings from the Review and Assessment of Municipal Servicing for Water, Sewer, and Land Drainage Development
APPENDIX B – Water and Wastewater Servicing Study - Final Report
APPENDIX C - Engineering Review Fees Comparator Analysis TM
APPENDIX D – Proposed Rapid Response Process

## APPENDIX A – Findings from the Review and Assessment of Municipal Servicing for Water, Sewer, and Land Drainage Development

**Table 1: Responses by Municipality regarding Specific Subdivision and Rezoning Applications**

| Municipality | Population[1] | Approximate number of Staff involved in reviewing development applications | Approximate number of subdivision and rezoning applications reviewed annually | Number of applications per specific Staff |
|---|---|---|---|---|
| Regina, SK | 266,400 | 22 | 46 | 2.1 |
| Ottawa, ON | 1,017,449 | 100 | 280 | 2.8 |
| Indianapolis, IN | 887,642 | 150 | 549 | 3.7 |
| London, ON | 422,320 | 100 | 412 | 4.1 |
| Victoria, BC | 91,867 | 12 | 196 | 16.3 |
| Winnipeg, MB | 749,607 | 10 | 250 | 25.0 |
| Average | 572,548 | 106 | 289 | 9.0 |

[1] All Municipal populations are based on the Statistics Canada 2021 Census.

**Table 2: Questionnaire responses by municipality regarding staffing numbers**

| Municipality | Population[1] | Approx. number of Staff in Municipality | Approx. number of Staff in land development engineering roles | Specific Staff vs Population (x10-3) Ratio |
|---|---|---|---|---|
| London, ON | 422,320 | 2,000 | 100 | 0.24 |
| Indianapolis, IN | 887,640 | No Response | 150 | 0.17 |
| Calgary, AB | 1,310,000 | 17,000 | 200 | 0.15 |
| Victoria, BC | 91,870 | No Response | 12 | 0.13 |
| West Fargo, ND | 38,630 | 350 | 4 | 0.10 |
| Ottawa, ON | 1,020,000 | 17,000 | 100 | 0.10 |
| Regina, SK | 226,400 | 3,000 | 22 | 0.08 |
| Saskatoon, SK | 266,140 | 4,000 | 20 | 0.08 |
| Winnipeg, MB | 749,610 | 10,000 | 12 | 0.01 |
| Average | 561,401 | 7,621 | 69 | 0.12 |

[1] All Municipal populations are based on the Statistics Canada 2021 Census.