Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Fleet Vehicle Utilization Review	Review under-utilized vehicles and determine whether vehicles could be turned in to Fleet, with services to be provided by the remaining fleet vehicles and seasonal rentals.	Fleet Management SOA	Completed	2024	2025	Control Expenses	Reduce fleet expenses through better use of resources.	Estimated annual operating savings of ~$359,000 from return of 71 units in 2025. Additional annual savings of $73,000 from converting eight returned units into internal rentals, avoiding more expensive external rentals. One-time savings of ~$353,000 in 2025 from gain on sale of units turned in. Financial impact has been adjusted to operating budget.
Invoice Processing Automation	Utilize Artificial Intelligence to assist in processing vendor invoices.	Corporate Finance	In Progress	2023	2026	Control Expenses	Decrease operating expense (over $120,000 annually).	Financial impact has been adjusted to operating budget. Further benefits to be realized after completion.
						Improve Resource Use	Better accuracy of payables information.	
							Faster invoice processing.	
							Better supplier relationships.	
PeopleSoft Upgrade	Change PeopleSoft vendor to supply more consistently supported and updated applications.	Innovation & Technology	To Be Initiated	2026	2029	Control Expenses	Lower vendor fees between $85,000 and $340,000 annually for the length of the contract.	Financial impact has been adjusted to operating budget. Further benefits to be realized after completion.
							Reduce risk of data loss and related costs.	
						Improve Resource Use	Provide data more efficiently.	
Review of Work Schedules	Worked with the union and staff to implement a new schedule from five 8-hour days to four 10-hour days each week with aim to reduce overtime costs.	Public Works	Completed	2025	2025	Control Expenses	Reduced overtime expenses (limited to impact of shift schedule adjustment).	Measurement currently underway. The reduction in overtime is intended to be reported in 2026, including how weather-conditions can affect the results.

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Parking Paystation Modernization	Modernize payment options to optimize operations, reduce costs, and align with evolving parking payment trends, particularly the shift toward mobile payments.	Winnipeg Parking Authority SOA	Completed	2025	2025	Control Expenses	Estimated $1M in annual operating savings.	Financial savings in 2025 estimated at $57,000 and then approximately $1M every year from 2026 onwards. Financial impact has been adjusted to operating budget.
Digital Customer Program (ongoing): MyUtility Self-Service Portal - online form submissions	Provide customers the online ability to view their bills, submit meter readings and to make, modify, and view the status of service requests.	Water & Waste	In Progress	2024	2025	Control Expenses	Increase in paperless customers reduces postage mailing costs by $65,000 over last year.	Estimated savings of $65,000 (Jan 1 2025 - Dec 31 2025).
							Reduce Interactive Voice Response (IVR) costs by about $50,000 per year through 238,000 online meter read submissions.	Estimated savings of $50,000 (Jan 1 2025 - Dec 31 2025).
						Improve Service Delivery	Reduce 311 calls through 18,300 uses of self-service forms per year, improving citizen experience and lowering potential call centre wait times.	Approximately 18,300 potential calls diverted (Jan 1 2025 - Dec 31 2025).
Retro-commissioning of Municipal Facilities	Systematically identify operational/maintenance improvements and costs savings in existing building systems. Required investments will be brought forward through the budget process.	Assets & Project Management	In Progress	2017	2029	Control Expenses	Achieve energy usage savings (kW/h) estimated at $212,000 annually.	Estimated annual savings of $106,947 in 2024. Financial impact adjusted to operating budget.
						Improve Service Delivery	Improve condition of facilities and comfort of occupants.	To be realized after completion.
						Improve Resource Use	Achieve environmental benefits.	Estimated total energy reduction of 1,644,953 kW/h.
Implementation of energy audit recommendations	Implementation of energy efficiency and carbon reduction opportunities in high energy use and high carbon emissions facilities. Required investments will be brought forward through the budget process.	Assets & Project Management	In Progress	2023	2027	Control Expenses	Cost recovery (estimated at $723,000 annually).	To be realized after completion.
						Improve Service Delivery	Reduction of carbon emissions (tonnes) and energy usage (kW/h).	
							Compliance with federal and municipal climate action targets.	

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Health and Wellness Program	Collaborate with the Workers' Compensation Board to proactively prevent compensation claims, improve return-to-work results, and review the current administrative fee model.	Corporate Finance	In Progress	2025	2026	Control Expenses	Reduce Workers Compensation Board expenses.	A one-time transfer of $2.5 million has been made from the WCB reserve to mitigate current costs. Further benefits to be realized after completion of other program components.
	Collaborate with the Manitoba Treasury Board to find improvements for challenges experienced by large, self-insured employers.						Reduce overtime expenses stemming from injury absences.	
	Enhance in-house programs for injury prevention and return-to-work planning.					Improve Service Delivery	Improve workplace safety and employee health to support employee wellness and excellent service delivery.	
	One-time adjustment to the WCB reserve to mitigate current WCB costs.							
Return to work assessment - Winnipeg Transit	A joint project with Safe Work Manitoba and the WCB to improve Safety and Return to Work processes in the City's transit services.	Human Resources	In Progress	2024	2027	Control Expenses	Identify opportunities to reduce loss days due to injuries.	To be realized after completion.
						Improve Resource Use	Identify solutions to improve the safe and timely return of injured workers to work.	
Return to work assessment - WFPS	A joint project with Safe Work Manitoba and the WCB to improve Safety and Return to Work processes in the City's fire paramedic services.	Human Resources	In Progress	2026	2027	Control Expenses	Identify opportunities to reduce loss days due to injuries.	To be realized after completion.
						Improve Resource Use	Identify solutions to improve the safe and timely return of injured workers to work.	
Wellness Clinic	Implement injury prevention clinics, and enhance return-to-work support staff.	Winnipeg Fire Paramedic Service	To Be Initiated	2025	2026	Control Expenses	Reduce total costs of injury claims.	To be realized after completion.
						Improve Resource Use	Improve employee wellbeing by reducing time lost due to injuries.	
Reduction in Firefighter Overtime	Explore the impact of staff complement size on overtime requirements to find the highest efficiency complement size, and mitigate against the impacts of high overtime on staff.	Winnipeg Fire Paramedic Service	To Be Initiated	2025	2026	Control Expenses	Decrease overall labour expense through reduction in overtime costs.	To be realized after completion.
						Improve Resource Use	Reduce risks of injury and burnout due to high amounts of overtime.	

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Poly-carbonate bus shelter panels (pilot)	Test the replacement of traditional glass panels in bus shelters with higher-durability poly-carbonate panels.	Winnipeg Transit	In Progress	2025	2026	Control Expenses	Decrease operational expenses for replacing broken panels at bus shelters.	To be realized after completion.
						Improve Service Delivery	Improve public safety by lowering the amount of broken glass at bus shelters.	
							Improve customer experience by lowering the amount of broken panels at bus shelters.	
						Improve Resource Use	Decrease time spent by staff on vandalized bus shelters.	
Fabricated soil	Diverting biosolids, wood waste, and street sweepings from landfills and converting it to nutrient-rich top soil.	Water & Waste	To Be Initiated	2025	2028	Control Expenses	Potential to use this medium for top soil applications rather than purchasing top soil from various parties.	To be realized after completion.
						Improve Resource Use	Reduce greenhouse gases.	
IT Procurement Process Improvement	Enhance the IT procurement (RFP) methodology, to achieve efficiency through a reusable, consistent, clear and understandable process.	Innovation & Technology	In Progress	2023	2025	Control Expenses	Better pricing through 20% increase in size of competition pools bidding on contracts.	To be realized after completion
						Improve Resource Use	10% reduction of time spent on procurement activities to be re-invested back into service delivery.	
Portfolio rationalization	Strategic review of several municipal building assets in the property portfolio as part of the ongoing Strategic Facilities Master Plan. (Ongoing program - end date of 2026 reflects the end of the current cycle.)	Assets & Project Management	In Progress	2020	2026	Control Expenses	Reduce holding and operating costs of facility portfolio through reduced physical footprint.	To be realized after completion.
						Improve Resource Use	Match asset base to customer needs.	
Upgrade corporate facility access control platform	Collaborate with departments to replace obsolete corporate access control infrastructure, including software.	Assets & Project Management	In Progress	2025	2026	Control Expenses	Reduce technology cost through leveraging economies of scale.	To be realized after completion.
						Improve Service Delivery	Increase safety of facilities and occupants	
						Improve Resource Use	Find efficiencies through integration with other departmental access systems.	

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Upgrade corporate portfolio planning and maintenance software	Replace or upgrade of obsolete software critical to Municipal Accommodation's ability to support portfolio management.	Assets & Project Management	In Progress	2023	2025	Control Expenses	Reduce portfolio planning costs through automation and use of technology.	To be realized after completion.
						Improve Service Delivery	Faster response to customer information requests.	
						Improve Resource Use	Reduce manual information searching time to be reinvested in higher-value activities.	
Housing Accelerator Fund Program - Initiative #1 Bucket 3.2: Zoning By law 'Rapid Amendments' Infill Housing	Amend the Winnipeg Zoning By-law to allow for 'as of right' residential development within residentially zoned lots for up to four dwellings per lot and up to four storeys for fourplexes within 800 m of frequent transit corridors.	Planning, Property & Development	Completed	2024	2025	Generate Revenue	Qualify for the last half of the HAF grant, or $61 million, along with $376.3 million in infrastructure funding, and $116 million in transit funding.	HAF grant qualification to be assessed in 2026 and 2027.
						Improve Service Delivery	Accommodate new development without a public hearing in order to allow for a quicker small-scale residential development in specific areas.	By-law approved by Council in June 2025. Benefits expected to be realized in the future.
Housing Accelerator Fund Program - Initiative #1 Bucket 1: Zoning By-law amendments 'quick-fixes' - Phase 1	Amend the Winnipeg Zoning By-law to remove the requirement for a development permit, in certain cases, allowing customers to go straight to the building permit process.	Planning, Property & Development	Completed	2023	2024	Generate Revenue	Qualify for the last half of the HAF grant of $61 million.	HAF grant qualification to be assessed in 2026 and 2027.
						Improve Service Delivery	Eliminate need for development permits for 25 minor forms of development, and related time and energy spent by applicants.	Development permit exemptions took effect March 22, 2024. Development permits decreased by 1,302 (32%) from 2023 to 2024.
							Allow faster permit application processing.	Each permit not required saved applicants between 5 to 16 business days (target processing times) in the development process, depending on application complexity. (Estimated total business days saved is between 6,000 and 21,000.)

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Housing Accelerator Fund Program - Initiative #1 Bucket 1: Zoning By-law amendments 'quick-fixes' - Phase 2	Amend the Winnipeg Zoning By-law to remove the requirement for a development permit, in certain cases, allowing customers to go straight to the building permit process.	Planning, Property & Development	Completed	2025	2025	Generate Revenue	Qualify for the last half of the HAF grant of $61 million.	HAF grant qualification to be assessed in 2026 and 2027.
						Improve Service Delivery	Eliminate need for development permits for 11 additional minor forms of development, and related time and energy spent by applicants.	To be assessed in 2026.
							Allow faster permit application processing.	
Housing Accelerator Fund Program - Initiative #1 Bucket 3.1: Zoning By law 'Rapid Amendments' Malls & Corridors	Amend the Winnipeg Zoning By-law to allow for 'as of right' residential development within existing commercial malls and along transportation corridors.	Planning, Property & Development	Completed	2024	2024	Generate Revenue	Qualify for the last half of the HAF grant of $61 million.	HAF grant qualification to be assessed in 2026 and 2027.
						Improve Service Delivery	Accommodate new development without a public hearing in order to allow for a quicker residential development in specific areas.	Seven months after the by-law went into effect, several developer inquiries under the new Malls and Corridors Planned Development Overlay have been received. This is the first step in realizing the targeted benefits. Further benefit realization expected in the future.
							Provide faster approval process for housing developments on mall sites and some commercial corridors.	
							Increase mixed-market and affordable housing.	

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Housing Accelerator Fund Program - Initiative #1 Bucket 4: Zoning By-law Full Replacement	Full review and replacement of the Winnipeg Zoning By-law, per 2023 Clarion Report.	Planning, Property & Development	In Progress	2025	2027	Generate Revenue	Qualify for the last half of the HAF grant of $61 million.	HAF grant qualification to be assessed in 2026 and 2027.
						Improve Service Delivery	Replace the 18 year old outdated regulatory zoning by-law with a contemporary form based zoning by law that reflects today's development trends and market pressures.	To be realized after completion.
							Reduce outdated, onerous regulatory processes, making development easier and faster.	
							Reduce time-consuming bureaucratic processes, such as variances, conditional uses and public hearings by having contemporary market-based standards.	
							Add a higher level of certainty in development rights removing the often arbitrary review and public hearing decision making processes.	
CentrePlan 2050	A municipal development and investment playbook.	Planning, Property & Development	Completed	2022	2024	Generate Revenue	Qualify for the last quarter of the grant of $30.5 million.	HAF grant qualification to be assessed in 2027.
						Improve Service Delivery	Improved access to public spaces, greenspaces, amenities, and more downtown residents.	To be realized after completion

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Advanced Metering Systems Project	Replacement of 221,000 aging water meters for homes and businesses and transition to an Advanced Metering System for water meter reads.	Water & Waste	In Progress	2024	2030	Generate Revenue	Increase accuracy of underread water consumption that occurs in older meters.	To be realized after completion.
							Better prevention of tampering and water theft.	
						Improve Service Delivery	Better detection of potential leaks and low-flow anomalies.	
							Reduced meter reads.	
							Less disruptions to customers from in-person meter readings.	
							More accurate billing.	
						Improve Resource Use	Reduced manual work for meter reading and data entry to be re-invested in higher value activities.	
Animal Services - Pet Licensing Campaign	Launch a pet licensing campaign aimed at boosting compliance and generating additional revenue.	Animal Services SOA	To Be Initiated	2026	2026	Generate Revenue	Increase licensing participation rates.	To be realized after completion.
						Improve Service Delivery	Expected to improve the effectiveness of services related to lost pet identification and recovery, helping optimize use of shelter and staff resources.	
Landfill Gas Capture	Capture methane naturally produced at landfill sites instead of burning (flaring), to further lower GHG emissions and generate revenue.	Water & Waste	In Progress	2025	2028	Generate Revenue	Sale of natural gas captured (estimated $10.5 million over 20 year contract).	To be realized after completion.
						Improve Service Delivery	Reduce flared greenhouse gas emissions.	
Housing Accelerator Fund Program - Initiative #5 - Affordable Housing Concierge Service: End-to-end Review of the Development Process	A review of the "end-to-end" development process (from application intake through final inspection and follow-up). The review is focused on ensuring that the process is efficient, streamlined and effective, customer focused, clear and transparent, and supports excellence in the built environment.	CAO's Office	In Progress	2025	2026	Improve Service Delivery	Faster (accelerated) rate of housing development.	To be realized upon implementation by frontline service departments.
							Improve customer (applicant) experience throughout the development review process.	
						Improve Resource Use	Increased processing capacity through reduced application processing times.	

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
CIGP Grant Management Digitization	Modernize grant management processes to transition from the outdated manual email-based approach to a more efficient and automated process. (This is separate from Grant Management in the IT Portfolio.)	Community Services	In Progress	2024	2026	Improve Service Delivery	Aim to streamline application processing time through digital workflows. Enhanced applicant experience through streamlined communication and coordination.	To be realized after completion.
Joint Application Process – Transit and Recreation Subsidies	Work toward a joint application process for the Recreation Fee Subsidy and WINNPass programs through information sharing between departments to improve customer service for applicants by requiring only one application for multiple services.	Community Services	In Progress	2023	2026	Improve Service Delivery	Simplify the application experience by minimizing repetitive data entry across multiple programs. Enable more coordinated eligibility verification to limit redundant income checks.	To be realized after completion.
Animal Services - Pet Licensing Portal	This initiative introduces a new pet licensing and recovery portal to modernize licensing processes for both customers and staff. The solution is intended to make it easier for residents to manage pet licenses online while improving information accuracy, compliance monitoring, and coordination during pet recovery efforts.	Animal Services SOA	In Progress	2025	2026	Improve Service Delivery	Reduced customer issues with current portal. Added functionality for pet recovery services.	To be realized after completion.
311 Quality Improvement Project	Scripting will be redeveloped in collaboration with departments throughout the organization, using a service-based model, written in plain language, and incorporated into online forms with standardized drop-down options to improve consistency in the information gathered, and route service and information requests to the right contact on the first contact.	Customer Service & Communications	In Progress	2025	2026	Improve Service Delivery	Higher first time contact accuracy rates. Reduced call routing misdirect rate. Reduced call handling times. Higher Customer Service Rep availability.	To be realized after completion.

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Digital Customer Experience Program - 311 Contact Centre	Leveraging advanced technologies to modernize the customer service request portal and case management, this initiative will improve how service and information requests are handled. Using Verint online forms will allow automation of a significant number of functions currently undertaken manually, and integrate additional departmental systems integrations.	Customer Service & Communications	In Progress	2025	2027	Improve Service Delivery	Reduce manual data entry effort to be reinvested in higher value activities.	To be realized after completion.
							Reduce case handling times.	
						Improve Resource Use	Enable faster training for Customer Service Representatives.	
Incident and Service Request Management Process Review	Consolidate multiple service delivery channels into a single-stop shop for IT services. Review and modernize incident and service desk processes to enhance client service, enable collaborative IT team support, and streamline end-to-end customer service.	Innovation & Technology	In Progress	2024	2027	Improve Service Delivery	Reduce time spent by employees on IT service requests.	To be realized after completion.
							Improve service delivery times.	
							Reduce notification times to key stakeholders for critical service requests.	
Citizen Portal	The Citizen Portal will provide a single-stop shop for multiple online City services, each currently having their own account management and service request processes.	Innovation & Technology	In Progress	2023	2027	Improve Service Delivery	Save citizens time and energy when requesting different City services.	To be realized after completion.

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Greenspace Plan & Biodiversity Policy	New city wide plan, bylaw and policy to address protection, restoration and management of greenspaces, natural corridors and biodiversity rooted in Indigenous traditional knowledge of land, community and ecology.	Planning, Property & Development	In Progress	2024	2027	Improve Service Delivery	The City's first comprehensive plan to address public and private greenspaces, natural corridors, and biodiversity in Winnipeg. This plan and policy will provide a roadmap for how Winnipeg can align with the Montreal Pledge, committing Winnipeg to 15 concrete actions to protect biodiversity. Greenspaces and natural corridors contribute to environmental sustainability, social equity, economic prosperity, and the health and well-being of the city and its people. Deliver on the Winnipeg Indigenous Accord in a way that was previously not occurring by co-developing a by-law with regional Indigenous nations and Indigenous groups.	To be realized after completion.
AMANDA Upgrade Program: Expansion of Permitting Digital Services (EPDS)	Expand permit types available via the Permits Online customer portal to include all residential and commercial building and trade permits.	Planning, Property & Development	Completed	2023	2024	Improve Service Delivery	Increase online permit applications from 14 to 37 (+164%).	All building, trade and occupancy permit applications are available on Permits Online for self service.
Concurrent Development and Building Permit Processing	Enable concurrent submission and review of development permits and building permits in the AMANDA software system and Permits Online customer portal to assist with decreasing sequential processing times of these applications.	Planning, Property & Development	In Progress	2025	2025	Improve Service Delivery	Allow faster permit application processing.	To be realized after completion.

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Right-of-way Management System	Process review with aim to identify opportunities to improve efficiency and effectiveness of the processes and tools used to issue and manage departmental permits, including approach, service, cut, crossing, move, use of street and parks crossing bookings.	Public Works	In Progress	2022	2026	Improve Service Delivery	Faster permit processing times.	To be realized after completion.
						Improve Resource Use	Reduced rework due to improved coordination of services.	
							Improved access to information for employees, service providers, residents and elected officials.	
							Overall reduction in number of 311 service calls related to street cuts.	
Neighbourhood Action Teams	Develop neighbourhood action team framework including roles, responsibilities, priority areas, and reporting structure, and deploy into the community as needed. These multi-disciplinary teams proactively provide a range of services for community issues they come in contact with.	Public Works	In Progress	2023	2025 (pilot)	Improve Service Delivery	Enhanced customer satisfaction with transportation, urban forestry and parks services delivery, measured by a 10% reduction in 311 service requests related to these services.	To be realized after completion.
							Shortened service delivery times for services provided by Neighbourhood Action Team (varies by service).	
							Improved communication and coordination between service areas, residents and elected officials.	
Level of Service Development - Phase 1 (Measure development) and Phase 2 (Related costing)	Document current levels of service for all services within the department, including performance measures and associated costing. Objective is to develop Council-approved target levels of service. Service level definition and baseline costing measurements set the foundation for future service improvement projects.	Public Works	In Progress	2020	2027	Improve Service Delivery	Improved ability to reliably measure performance against customer expectations.	Draft Level of Service frameworks and related performance grades developed for all services led by Public Works.
							All service areas within the Public Works department have defined customer levels of service.	
							Minimum 2-3 measures per service will include a defendable, transparent and repeatable costing methodology to support evidence-based decision making.	To be realized after completion.

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Improved Bulky Waste Pickup	Improve frequency and schedule of Bulky Waste sweeps and pickups.	Water & Waste	In Progress	2023	2028	Improve Service Delivery	Increase bulky sweep program hours from 2023 to 2025.	Bulky Sweep program hours increased by 100%.
Digital Enablement for plant and field employees (ongoing program): Routing Work Order Project	Implement mobile technologies for field operations. These include automatic repair work order creation after hydrant inspections.	Water & Waste	In Progress	2019	2025	Improve Service Delivery	Increase accuracy and recording of information related to routine preventative maintenance by 25%.	Response time to damaged hydrants reduced by at least 30%.
						Improve Resource Use	Reduce the time interval from inspection of damaged infrastructure to start of the repair by 10%.	Efficiency increased by 92%. Additional repair routes that took 21-28 hours to build can now be built in a few hours.
Industrial Waste Services Management System: Feature, invoice and reporting projects	Implement a solution to manage wastewater hauling processes and collect, track, and report wastewater hauling data	Water & Waste	In Progress	2021	2026	Improve Service Delivery	Better billing accuracy through more accurate waste collection measurement.	To be realized after completion.
						Improve Resource Use	Reduce time spent for manual processes by 3,600 hours annually to be reinvested in higher-value activities.	
Collections Management System Program (ongoing): Worklist Integration with 311	Implement a solution for solid waste collections management.	Water & Waste	In Progress	2023	2026	Improve Service Delivery	Reduce processing time by 60%.	To be realized after completion.
							Increase collection speed.	
Vehicle Adjustment	Trial to replace squads with spare engines to improve fire protection and medical response in the City Centre.	Winnipeg Fire Paramedic Service	Completed	2025	2025	Improve Service Delivery	Improved response times for fire service calls.	Results currently being analyzed and are intended to be reported in 2026.
						Improve Resource Use	Increased fire suppression support in higher-risk areas of the city.	
Priority Dispatch	Add more priority classifications to severity index based on best industry practices. This allows better matching of vehicle responses to various priorities of service calls. It also allows for less "lights and sirens" responses to calls when they are not needed.	Winnipeg Fire Paramedic Service	Completed	2025	2025	Improve Service Delivery	Better allocation of resources to meet specific needs of 911 callers.	Results currently being analyzed and are intended to be reported in 2026.
						Improve Resource Use	Improved road safety from reduced "lights and sirens" responses.	
							Better availability of vehicles to respond to higher priority calls.	

Initiative Name	Description	Lead Department	Stage	Start Year	End Year	Benefit Category	Targeted Benefits	Benefits Realized
Streamlining Spring Cleanup Activities - Pilot	Operational review of the Spring Clean up program focused on aligning the program with best practices, evaluating organizational structure, improving performance, and reducing inefficiencies.	Public Works	In Progress	2024	2026	Improve Service Delivery	Reduction in the number of 311 calls for re-sweeping after spring cleanup (regional streets) within a two week period following spring cleanup.	To be realized after completion.
						Improve Resource Use	Increase in the % of streets and alleys cleared of debris within 5-6 week period.	
Asset Condition Monitoring - Cameras mounted on City vehicles	Pilot project to identify and score potholes using cameras mounted to Winnipeg Transit buses on regional roads, residential, and connector streets. Use AI to analyze imagery and produce actionable insights for management and maintenance teams.	Public Works	In Progress	2024	2026	Improve Service Delivery	Faster resolution of potholes and other maintenance incidents.	To be realized after completion.
							Better communications to customers of previously reported incidents.	
							More informed decisions on right-of-way management.	
Service scheduling optimization	Seasonal review and re-allocation of service hours for the Primary Transit Network to ensure efficient allocation of resources. (This is the current cycle of an existing and ongoing quarterly review of the transit network.)	Winnipeg Transit	In Progress	2025	2026	Improve Service Delivery	Improve on-time performance.	To be realized after completion.
							Decrease service gaps.	
						Improve Resource Use	Improve operator shift schedules.	
Collection Services Improvement Review	Perform a continuous improvement review of Collection Services in conjunction with the Field Operations Review of the Water & Waste Department (Workforce Management Audit recommendation 10).	Water & Waste	In Progress	2025	2026	Improve Resource Use	Improve service call response times.	To be realized after completion.
Clerical and Administrative Review - Creation of Consolidated Finance Clerical Pool	Departmental consolidation of financial clerical support staff to improve the quality of Accounts Payable and Receivables being processed by administrative staff.	Public Works	In Progress	2023	2026	Improve Resource Use	Decrease in the length of time to process accounts payable invoices through equitable distribution of staff workloads.	To be realized after completion.
							Increase collaboration and training opportunities for clerical staff undertaking financial processes.	

Notes

Name: Name of initiative.

Description: Description of the improvement being examined or made.

Lead Department: Name of the department leading the initiative.

Current Stage: Stage as of September 30, 2025.

Stages	
To be initiated	The initiative is planned to be initiated in the noted starting year.
In progress	The initiative is in the planning, implementation, or post-implementation stage at the time of this report.
Completed	Completed

Start/End Years: Relate to the anticipated (or actual) start and end years of substantive work on the initiative.
Once completed, improvements are assumed to continue indefinitely until the need for the next improvement initiative is determined.

Benefit Category:		
	Control Expenses	Decrease the expense trajectory of activities over time.
	Generate Revenue	Increase the yield of approved funding sources.
	Improve Service Delivery	Better the speed and/or quality of services delivered to the public (effectiveness).
	Improve Resource Use	Reduce the time, effort, energy, and/or materials required to deliver services, without reducing service quality or speed (efficiency).

Targeted Benefits: Specific benefits intended to be achieved by initiatives.

Benefits Realized: Reportable benefits achieved since the prior Continuous Improvement Plan and Progress Report.