ADMINISTRATIVE REPORT

Title: By-law Enforcement Strategy

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
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EXECUTIVE SUMMARY

A By-law Enforcement Strategy has been developed in response to the City Auditor's By-law Amalgamation Audit.

The strategy is a city-wide framework designed to create a coordinated approach to by-law enforcement, where departments retain discretion in enforcement methods but are aligned in demonstrating the effectiveness of their actions in encouraging compliance.

The strategy is intended to improve by-law enforcement by setting clear goals, defining expectations, enhancing customer service, increasing performance tracking and reporting and standardizing enforcement tools and templates.

The scope of the strategy covers by-law enforcement activities including warnings, compliance orders, tickets, and remedial action, while also addressing by-law appeals and the collection of fines.

The by-laws within the scope of this strategy are primarily regulatory in nature, where enforcement activity is either already taking place or the by-law is structured to support enforcement. In total, 32 by-laws fall within the scope of this strategy.

Once fully implemented and resourced, the strategy aims to ensure the City’s enforcement processes are fair, transparent, accountable, efficient and responsive to stakeholder needs. The strategy will be implemented in two phases.

While Phase 1 of the strategy is underway, the City will explore and define a new model for consolidating by-law enforcement under a single department.

The Winnipeg Police Service is not included in this strategy, as the City does not direct its operations. However, it may share enforcement data for annual by-law reports.

RECOMMENDATIONS

1. That the By-law Enforcement Strategy, included as Appendix B, be adopted.

2. That, upon approval of this report and as outlined in Appendix B, the strategy be implemented in phases, with Phase 1 piloting the strategy's goals, objectives, and performance indicators, delivering key by-law enforcement improvements, and assessing staffing and resource needs for full implementation.

3. That the Public Service be directed to report back to Council in November 2026 with the results of Phase 1, a Phase 2 implementation plan and a proposed new model for consolidated by-law enforcement.

4. That one temporary full-time equivalent (FTE) position, for a two-year term beginning on January 1, 2026, be referred to the 2026 budget process.

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

REASON FOR THE REPORT

This report fulfills an audit requirement from the 2018 By-law Amalgamation Audit, which recommended developing a By-law Enforcement Strategy.

It also includes an update on the October 17, 2023, Executive Policy Committee (EPC) motion that directed the Public Service to develop a new model for one consolidated by-law enforcement system, for a visible proactive enforcement system of all City by-laws, that shall either be a single division under an existing City department, or a new City department.

The report is responsive to Council's Strategic Priorities Action Plan (SPAP) 2023-2026, under the theme A City that Works for Residents Through Improved Customer Service, priority action 5, which calls for a more coordinated, one-stop-shop process for by-law enforcement.

The report requires EPC approval to refer a temporary FTE to the 2026 budget process.

IMPLICATIONS OF THE RECOMMENDATIONS

This strategy will meet the Audit's recommendation for a By-law Enforcement Strategy for the City. It also addresses the October 17, 2023, EPC motion for a unified by-law enforcement system and supports the SPAP priority action for one-stop-shop process for by-law enforcement.

There is currently no funding in place to support Recommendation 3. Without the two-year term position to hire a lawyer, implementation of the strategy would face significant delays.

During Phase 1, departments will assess if existing staff and resources are sufficient. Some have already flagged gaps, especially where enforcement is a partial duty. New reporting, increased enforcement, and proactive work may also impact staffing.

HISTORY/DISCUSSION

History

Efforts to improve the City's by-law enforcement services began in 2005 with the Mayor's Red Tape Commission Report, which highlighted the need for a more efficient and centralized approach. In response, steps were taken to enhance service delivery and create a unified body responsible for driving systemic change in by-law enforcement. These changes were formally approved in January 2008 through a Council report titled Consolidation of Responsibility for By-law Enforcement. On January 23, 2008, Council adopted a series of recommendations to implement a consolidated by-law enforcement unit, leading to the formation of Community By-law Enforcement Services—now known as Licensing and By-law Enforcement (LBE)—within the Community Services Department. Additionally, Council approved significant amendments to the Neighbourhood Liveability By-law to consolidate 17 existing by-laws into a more user-friendly format, streamlining enforcement processes.

A decade later, in 2018, the City Auditor conducted a By-law Amalgamation Audit to assess the effectiveness of the City's by-law enforcement processes. While the audit highlighted some departments with well established policies and procedures in place, it also identified key challenges, including inconsistencies in enforcement approaches across departments, a lack of clearly defined enforcement goals, and an absence of measurable performance targets. The audit emphasized the need for a formalized system to track, monitor, and report enforcement performance to ensure service objectives were being met. Among the 11 recommendations outlined in the audit, the most significant was a recommendation for the City to develop a City-wide By-law Enforcement Strategy.

On October 17, 2023, the Executive Policy Committee directed the Public Service to report back on developing a new model for one consolidated by-law enforcement system, for a visible proactive enforcement system of all City by-laws, either under a single division within an existing City department, or a new City department. In response, the Public Service submitted a report to the Executive Policy Committee on April 16, 2024 detailing the work that was underway to develop a By-law Enforcement Strategy and highlighting that more time was needed to assess next steps for any future consideration of consolidation of enforcement business units.

Council's Strategic Priorities Action Plan (SPAP) 2023-2026, under the theme A City that Works for Residents Through Improved Customer Service, priority action 5, calls for a more coordinated, one-stop-shop process for by-law enforcement.

Current State of By-law Enforcement

General Overview

For the most part, the City has a decentralized enforcement structure where several departments enforce by-laws to regulate the behaviour of individuals, businesses, and other stakeholders. Some departments have full-time enforcement staff, while others rely on employees who take on enforcement duties as needed, in addition to their primary roles.

Departments that are more actively involved in by-law enforcement activities are Community Services-including Animal Services (CmS), Planning Property and Development (PPD), Public

Works (PW) (including the Winnipeg Parking Authority [WPA]), Water and Waste (WW), and the Winnipeg Fire Paramedic Service (WFPS).

While the Winnipeg Police Service (WPS) is also involved in by-law enforcement, information on their level of activity is not included in this report as the WPS is not in scope of the By-Law Enforcement Strategy.

The City uses various enforcement tools to enforce its by-laws. Some of these tools include:

1. **Public education and warnings** which are often used as a non-punitive approach to inform the public of non-compliance and the necessary actions to achieve compliance.

2. **Compliance orders** are a written directive that outline the by-law contravention, the required corrective actions, the date of the violation, and the timeframe for compliance. The order may also specify the consequences of non-compliance. The appeal process is typically considered by a Standing Policy Committee where the recipient can dispute the order, and the committee has the authority to confirm, vary or revoke the order.

3. **Remediation** is available to the City when compliance orders are not followed and are either not appealed in time or are confirmed on appeal. Where these conditions are met, the City will be authorized to take any actions or measures referred to in the orders that are reasonable to remedy the by-law contravention. Where there is a cost associated with the remediation, that cost can be directed to the person responsible for the contravention and, if not paid in a timely manner, may be added to their property taxes (as applicable).

4. **Penalty notices** are issued for by-law offences with set fines of $1,000 or less, as governed by *The Municipal By-law Enforcement Act* (MBEA). This legislative framework came into effect in 2016 and coincided with the Province of Manitoba mandating that all parking violations be enforced only using the MBEA. Other City departments have discretion to enforce by-law offences under the MBEA. Currently, there are 24 City by-laws with offences under the MBEA. The MBEA has a streamlined process for by-law enforcement and appeals compared to tickets issued under the *Provincial Offences Act*. Disputing a penalty notice is done through a screening officer employed by the City and working at the WPA which has independent decision-making authority or further escalated to a provincially appointed adjudicator.

5. ***The Provincial Offences Act*** allows for tickets to be issued or for an information to be laid before a provincial Judicial Justice of the Peace (JJP) in circumstances where a contravention is alleged to have occurred. Tickets can be issued in instances when a preset fine has already been established for the alleged by-law contravention. The defendant may then either pay the set fine, dispute the ticket, or admit the offence but seek a reduction in the fine and/or time to pay the ticket. Where a defendant chooses to dispute a ticket, that dispute will be heard by a JJP. Alternatively, where no preset fine has been established for the contravention, an information can be laid before a JJP to commence a prosecution of an offence. A summons to appear will be issued to the defendant. Where a defendant admits to the offence alleged in a ticket or information, the JJP may impose a penalty, reprimand the defendant if there is no minimum penalty associated with the offence, and may allow the defendant additional time to pay.

Due to the varying nature of by-laws, types of offences within a by-law as well as circumstances around violations, City departments use discretion as to what type of enforcement tools they use to address by-law contraventions.

Enforcement Activity Across the Organization

The following section presents metrics from 2023 to illustrate the level and nature of by-law enforcement activity across the organization, including warnings, compliance orders, tickets, and remedial actions taken by the City to address non-compliance.

Data has been compiled from all departments responsible for by-law enforcement, with the exception of the WPS. Charts that consolidate departmental data include Special Operating Agencies within their base departments (Animal Services in CmS and the WPA in PW).

Some by-law data, like MBEA notices and fine collection, is centrally tracked by the WPA. Other metrics vary by department – some of which have limited or no reporting. In some cases, figures may understate activity. This report provides an initial assessment, with data quality expected to improve under the By-Law Enforcement Strategy.

In 2023 there were approximately 78,000 by-law enforcement service requests documented.

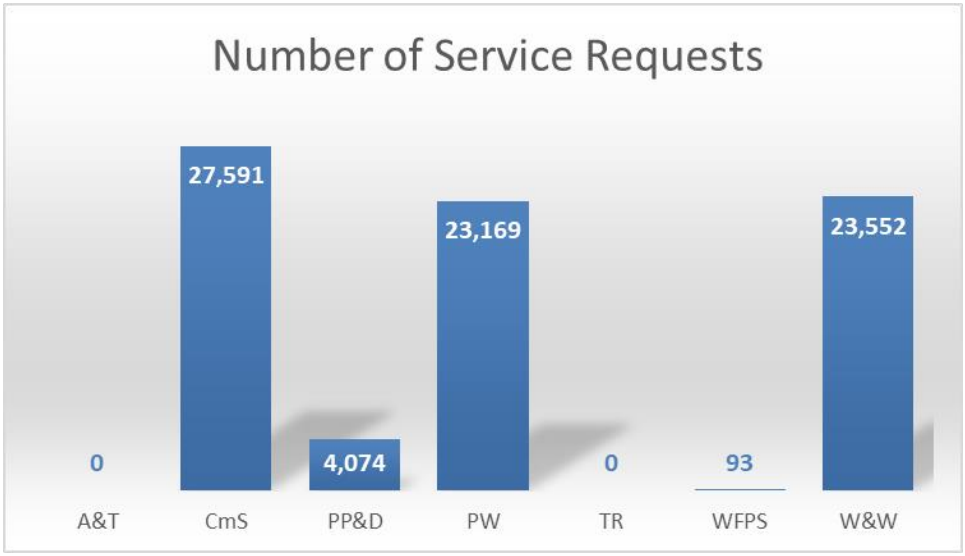


Figure 1: Number of by-law enforcement service requests (2023)

From the data available, the highest volume of service requests made by the public were made to CmS, primarily related to *The Neighborhood Liveability By-law* and *The Responsible Pet Ownership By-law*, WW related to *The Water By-law* and PW primarily related *The Winnipeg Parking By-law.* There are instances where some departments have indicated they do not track 311 service requests down to the level of by-law enforcement so service request data may be under-represented in some areas.

For the most part, data represents service requests received through 311 and can be considered complaint based, or reactive enforcement.

While the proportion of reactive versus proactive enforcement across the City is not well documented, a working group of representatives across departments was consulted during the development of the By-law Enforcement Strategy. The majority of departments indicated they use a combination of proactive enforcement and complaint-based enforcement to enforce their by-laws. Only a small portion indicated they rely primarily on proactive patrols to enforce by-laws.

Two examples of offences that take a proactive enforcement approach are parking offences and fire code violations. Parking enforcement officers have pre-scheduled patrols for areas with high enforcement requirements such as areas with paid parking, time limits, school zones, fire lanes, accessible parking spaces etc. Similarly, there are routine fire code inspections undertaken by WFPS that are mandated by the Province of Manitoba in occupancies such as daycares, hospitals and hotels. The WFPS also proactively schedules inspections in multi-family residential occupancies.

In terms of the most commonly used enforcement tool across the City, the issuance of MBEA penalty notices is the most commonly used tool, primarily due to the high volume of parking-related penalty notices issued for parking infractions. Parking offences may only be enforced by issuing warnings or issuing penalty notices, while other departments can use a variety of enforcement tools to encourage compliance with by-laws.

Warnings are the second most commonly used enforcement tool, followed by compliance orders.

Figures 2 and 3 present the most commonly used enforcement tools across the organization, excluding the WPS. It should be re-emphasized that some departments are not tracking enforcement data so the data in these figures should be interpreted with due consideration.

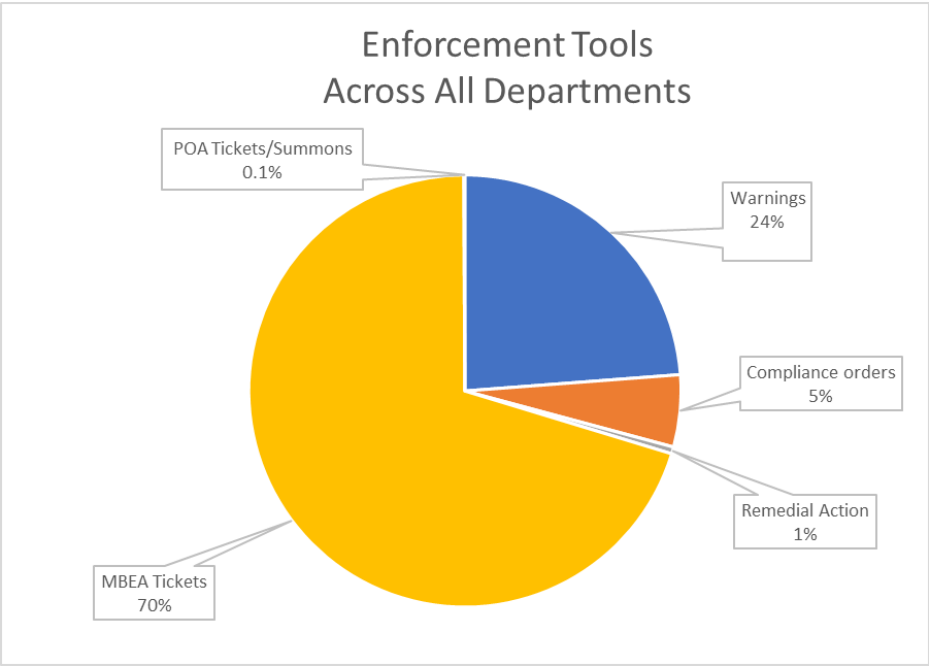


Figure 2: Enforcement tools used across all departments (2023)

As parking tickets make up 74 percent of all enforcement activity happening across departments it is beneficial to look at commonly used enforcement tools, excluding parking offences.

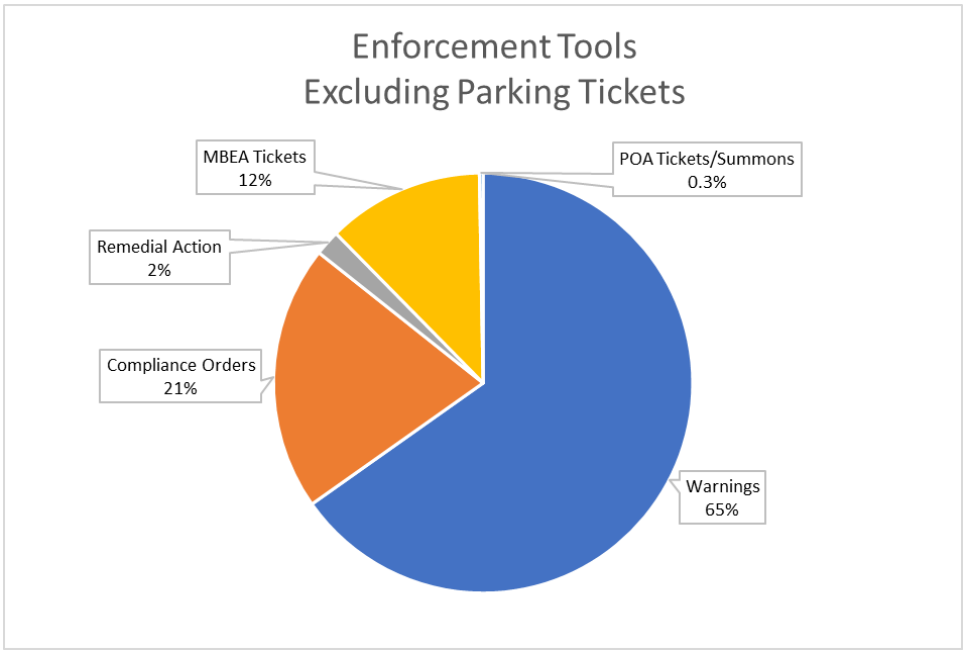


Figure 3: Enforcement tools used across departments, excluding parking tickets (2023)

When parking offences are not included, warnings are the most commonly used enforcement tool, followed by compliance orders and then penalty notices.

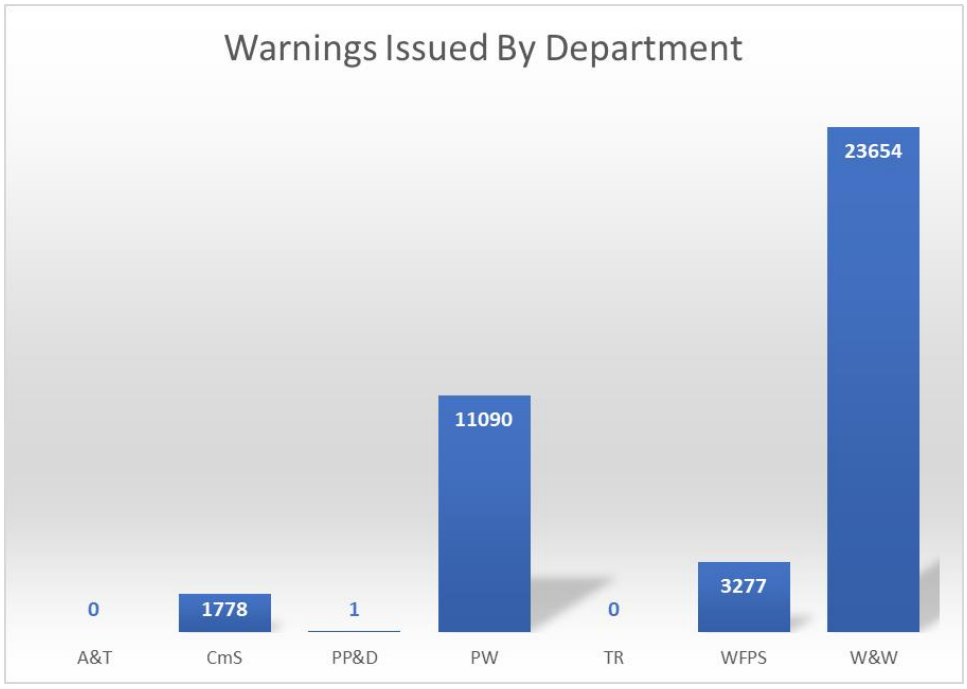


Figure 4: Number of warnings issued by department (2023)

WW documents the highest number of warnings across all departments primarily related to *The Water By-law*, followed by PW, primarily related to *The Winnipeg Parking By-law*. PP&D issues warnings, which are recorded both in a central database and tracked manually. Due to limited resources and the absence of standardized reporting tools, comprehensive data on the total number of warnings issued across PPD is not currently available. As a result, the figure below underrepresents the actual number of warnings.

In some cases, after a warning is issued, a compliance order and/or ticket can also be issued if the warning is not complied with. In other cases, by-laws may require a warning to be issued before further action can be taken, as is the case with *The Winnipeg Parking By-law* where a warning is issued to a vehicle suspected of being abandoned to give the vehicle owner 10 days to move the vehicle before it is towed. In other cases, departments may use warnings as the approach is deemed to be effective at gaining compliance in situations where the City is required to regularly gain access to private property. One such example is the WFPS who have success educating property owners of fire code violations and giving them the opportunity to correct violations voluntarily with a warning. This approach not only encourages compliance but also fosters cooperation with owners. Additionally, the department charges a re-inspection fee if the violation is not corrected by the time inspectors re-inspect the property.

There are currently no standardized metrics to determine or document how effective warnings are at encouraging by-law compliance. The implementation of the By-Law Enforcement Strategy will establish performance metrics to track the impact of warnings, ensuring this enforcement tool effectively promotes adherence.

CmS issues the highest volume of compliance orders and is the only department with data documenting the amount of remedial action it undertakes.

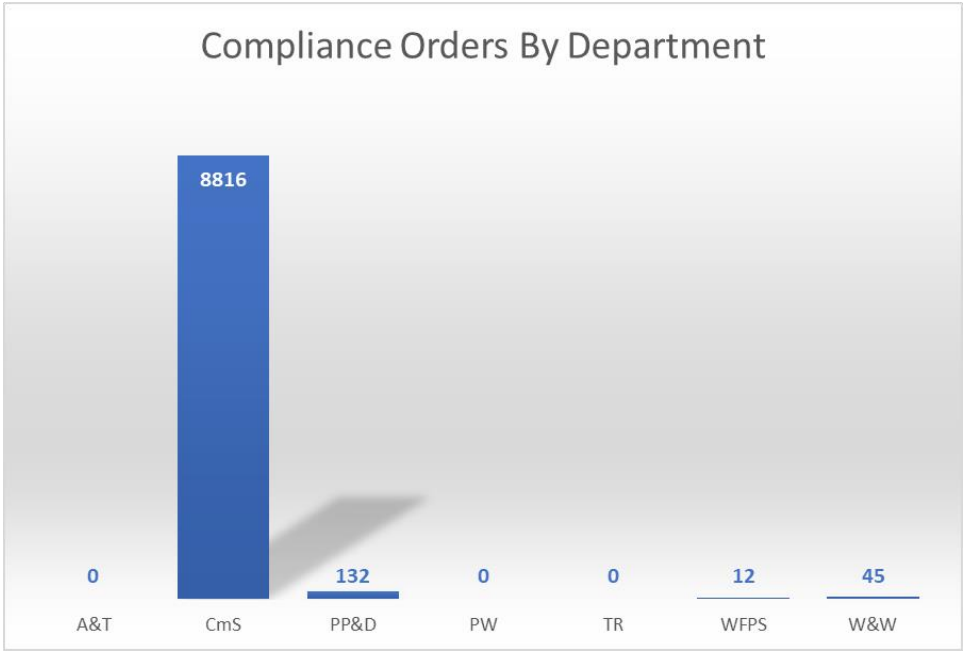


Figure 5: Number of compliance orders issued by department (2023)

CmS issues the highest number of compliance orders for offences under *The Neighbourhood Liveability By-law*, while also enforcing compliance under *The Vacant Buildings By-law*, *Community Safety Business Licensing By-law*, and *The Responsible Pet Ownership By-law*. Remedial action is primarily taken for offences under *The Neighbourhood Liveability By-law* and *The Vacant Buildings By-law*.

Both PPD and the Street Maintenance Division of PW issue compliance orders and undertake remedial action; however, data documenting the volume of this activity is not currently available. The Street Maintenance Division does not currently have a system in place to track this activity, while PPD inputs the information into a database but lacks the resources and standardized reporting tools needed to extract and analyze the data. As a result, the actual number of compliance orders and remedial action may be higher than noted in this report.

Penalty notices issued by departments are highlighted in the figure below, with most penalty notices being issued through PW, due to a high volume of offences issued for parking offences. Penalty notices for parking offences make up 95 percent of the volume of all penalty notices issued by the City. The second highest volume of penalty notices issued is by CmS, primarily related to *The Neighbourhood Liveability By-law* and *The Responsible Pet Ownership By-law*.

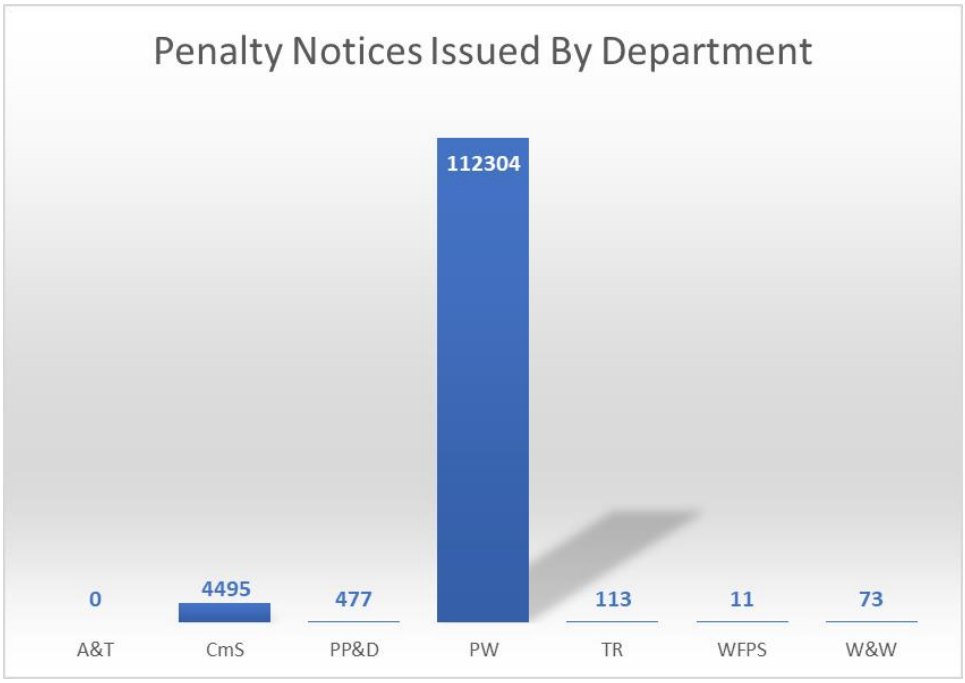


Figure 6: Number of penalty notices issued by department (2023)

The majority of POA tickets, informations or summons are issued by CmS, primarily related to *The Responsible Pet Ownership By-law*, with additional tickets issued under *The Neighbourhood Liveability By-law*. WW issues the second highest volume of POA tickets, informations or summons under *The Sewer By-law*.

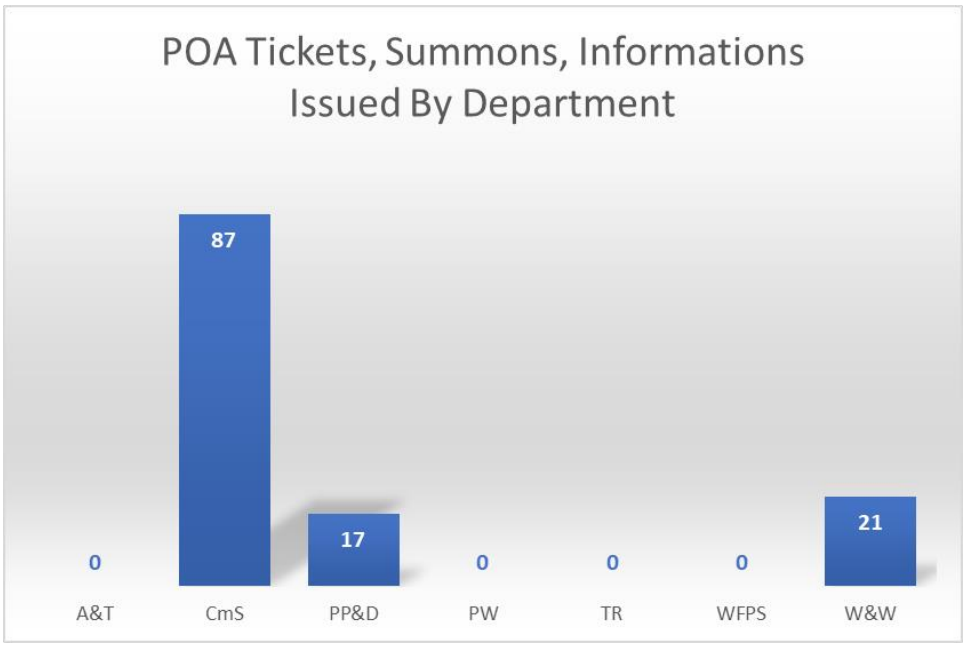


Figure 7: Number of POA tickets, informations or summons issued by department (2023)

Of the 32 by-laws in scope of the By-law Enforcement Strategy, in the 2023 year, there are records supporting enforcement activity under 22 by-laws. Out of the 10 by-laws with no enforcement activity, seven have reasonable explanations for not having any enforcement activity such as receiving no requests for service, and that three by-laws should be considered in the following manner:

- *The Parks By-law* is rarely enforced so the by-law should be reviewed to ensure it is up to date, areas that should be prioritized for enforcement should be documented, and staffing requirements assessed for enforcement
- *The Sidewalk Cleaning By-law* is not currently enforced and is a candidate to repeal
- *The Frozen Waterway By-law* is assigned to PPD, resides under SPC for WWE, and it is unclear what department is responsible to enforce it. Further discussions need to take place to determine who should enforce this by-law and what the enforcement requirements are.

It should be noted that there are other activities the City pursues outside of the enforcement framework that are successful at encouraging compliance with by-laws. For example, in 2023 WW issued 238,083 late payment charges to residents as a means of encouraging compliance with that by-law. The by-law also allows for the department to shut off the water supply after a reasonable amount of time has passed if fees continue to remain unpaid. Similarly, the Assessment and Taxation Department (AT) charged late payment fees under *The Accommodation Tax By-law*, and WFPS charged re-inspection fees under *The Fire Prevention By-law* to motivate compliance with by-law infractions. PPD conducts inspections as part of its permitting process, with the cost of inspections included in the permit fee. However, in cases where a property remains non-compliant and requires a high number of repeat inspections—well above the typical volume—additional inspection fees may be applied. These fees are separate from any non-compliance penalties.

Ticket Appeal and Collection of Fines

In addition to a focus on enforcement activity, the By-Law Enforcement Strategy also includes goals and objectives related to the MBEA screening process and the collection of by-law enforcement fines, with the WPA designated to oversee these corporate functions on behalf of the City.

In 2023, ticket appeals remained at a reasonable level, with 10 percent of penalty notices reviewed by a City-appointed Screening Officer and only 0.2 percent escalating to a Provincially appointed Adjudicator. The low adjudication rate suggests public confidence in the Screening Officers' decisions, reinforcing a fair and transparent dispute process.

In general, the MBEA ticket appeal process is meant to be an expedited review process using City screening officers and Provincially appointed adjudicators, compared to fines that are appealed through Provincial Court. In 2023, the time it took to have an MBEA penalty notice reviewed by the City was longer than targeted timeframes and, in some cases, took up to 24 weeks for an appeal to be reviewed. Of note, this was later improved in 2024 to be eight weeks.

The WPA is responsible for collecting outstanding fines issued for the contravention of City by-laws. This includes accepting all voluntary fine payments, administering a contract with an external collection agency, and engaging in liens and vehicle seizures in accordance with the powers laid out in the applicable Provincial legislation.

In 2023 the overall collection rate for both parking and non-parking MBEA fines was 80 percent. This collection rate includes payments that were paid voluntarily to the City, as well as outstanding fines collected through the collection agent or through the liens and seizure process.

As of December 31, 2023, there was $12.4 million of uncollected MBEA enforcement fines, with $8.0 million for unpaid parking fines and $4.4 million for all other unpaid MBEA enforcement fines. There was an additional $202,000 in 2023 for POA fines that were not paid. In 2023 activity to collect both unpaid MBEA and POA fines, included transferring approximately 40,000 tickets to an external collection agency and over 2,500 accounts going through the lien and vehicle seizure process. The City continues to explore avenues to collect outstanding fines through all legal means available to it.

See Appendix A for by-law specific details on the level of enforcement activity, ticket appeal and collection of fines related to the 32 by-laws in scope of the strategy.

By-law Enforcement Strategy

How the strategy was developed

The strategy was developed by an internal City project team from PW/WPA and CmS, guided by an advisory committee of department heads and senior leaders.

The team collaborated with an interdepartmental working group representing enforcement units to identify the current state of by-law enforcement in the City and identify gaps, challenges and opportunities to support development of the strategy. For the most part the review confirmed many

of the findings in *The 2018 By-law Amalgamation Audit* but also highlighted new observations that helped to guide development of the strategy.

Key observations were:

- Some by-law enforcement areas lack clear goals or objectives
- Responsibility for by-law enforcement is not always clearly defined
- Program efficiency and effectiveness is hard to compare across departments
- Enforcement approaches, terminology, and tools are inconsistent
- Service level targets are not documented and applied in a standard way
- No central resource exists for public access to by-law enforcement information
- Resolving an MBEA penalty notice takes too long
- Fine collection tools are inadequate, leading to significant unpaid fines

Additionally, the team and working group worked together to establish the strategy's framework, goals, objectives, and deliverables.

The strategy ensures enforcement processes are fair, transparent, efficient, and responsive to stakeholder needs while prioritizing the City's requirement for by-law compliance. These four guiding principles were informed by the City's mission, the 2018 By-law Amalgamation Audit, and the OurWinnipeg 2045 Development Plan, and helped shape the corporate goals and objectives laid out in the strategy and its associated deliverables.

There was also a concerted effort to ensure the strategy also supports *Council's Strategic Priorities Action Plan* for a coordinated, one-stop-shop enforcement process.

Overview

The By-law Enforcement Strategy was initiated in response to the *By-law Amalgamation Audit* (Audit) conducted by the City Auditor in 2018. The Audit concluded that a corporate strategy is important to define City-wide enforcement goals and objectives for by-law enforcement that establishes a base level of expectations on how enforcement is to be carried out and that promotes consistency throughout the City. The strategy addresses the Audit's recommendations by:

1. Defining the City's goals and objectives for by-law enforcement;
2. Establishing corporate performance indicators to measure the effectiveness of by-law enforcement activities; and
3. Creating and applying common enforcement tools and templates to improve the consistency of enforcement across enforcement units.

The strategy focuses on enforcement activities (e.g. warnings, compliance orders, tickets, summons and remedial actions), appeals related to enforcement activity and collection of by-law enforcement fines.

The strategy will apply to all City enforcement units, with exception of the WPS. There are currently 32 City by-laws included within scope of the strategy that will be impacted by strategy outcomes. In the future, additional by-laws may be added to the strategy's scope. These by-laws are enforced using written notices or warnings, as well as legislative tools authorized through *The City of Winnipeg Charter*, *The Municipal By-law Enforcement Act* and *The Provincial Offences Act*.

The full strategy is included as Appendix B, which includes a detailed listing of all by-laws that are in scope of the strategy.

Corporate Goals and Objectives

The strategy includes four corporate goals designed to guide the City's decision-making in matters related to by-law enforcement and compliance:

1. By-law non-compliance is identified, and mechanisms are in place to encourage compliance
2. By-law enforcement activities are fair, transparent, and consistent
3. By-law enforcement activities are conducted in a timely manner and are responsive to stakeholder needs
4. By-law enforcement activities are coordinated and resourced appropriately

Each corporate goal is supported by specific objectives that outline the City's desired approach to by-law enforcement. While these objectives provide departments with discretion in selecting the enforcement tools most suitable for promoting compliance, they also require departments to demonstrate the effectiveness of the tools they choose to implement.

Departments will track performance indicators in a standardized way, allowing for the annual reporting of city-wide Key Performance Indicators.

Corporate goals and objectives will apply across the organization, with the exception of WPS, creating a city-wide framework for by-law enforcement.

The full strategy is included as Appendix B, which includes a detailed listing of all corporate goals and objectives.

Implementation Plan

The strategy will be implemented through a phased approach.

Phase 1 will be a year-long process focused on making key improvements to by-law enforcement for all 32 by-laws in scope of the strategy, ensuring foundational elements are in place for full strategy implementation. It will also include a pilot of select by-laws to assess compatibility with strategy goals, objectives and indicators.

The project team will transition from being led by the CmS and PW (WPA) and will be made up of corporate leads (e.g. Customer Service and Communications, Legal Services, etc) with a dedicated project manager reporting directly to the Chief Administrative Office.

Phase 1 will deliver a range of key improvements to strengthen the foundation for city-wide by-law enforcement for all 32 by-laws in scope of the strategy. These include:

- Standardized enforcement templates and establishment of service level targets for common by-law offences
- A centralized by-law enforcement website and more online complaint forms
- Improved 311 triaging for overlapping enforcement responsibilities
- Clarified enforcement roles through a centralized authority list

- A cross-department working group to implement the strategy and share best practices
- Staffing assessments to determine resources needed to meet service expectations
- A shared reporting framework to track enforcement activity and effectiveness
- Exploration of a centralized enforcement database to support integrated data tracking

Additionally, in Phase 1, departments are required to pilot at least one by-law—but may choose to pilot more—to test the strategy's corporate goals, objectives, and performance indicators. This process will help validate the strategy's design, assess its effectiveness across different departmental contexts, and inform any necessary refinements before full implementation.

A list of by-laws that departments will pilot are:

- *Accommodation Tax By-law* (AT)
- *Vacant Buildings By-law* (CmS)
- *Neighbourhood Liveability By-law* (CmS)
- *Responsible Pet Ownership By-law* (CmS)
- *Winnipeg Building By-law* (PPD)
- *Vehicles For Hire By-law* (PW-WPA)
- *Winnipeg Parking By-law* (PW-WPA)
- *Streets By-law* (PW)
- *Public Transit By-law* (Transit)
- *Fire Prevention By-law* (WFPS)
- *Sewer By-law* (WW)
- *Lot Grading By-law* (WW)
- *Water By-law* (WW)

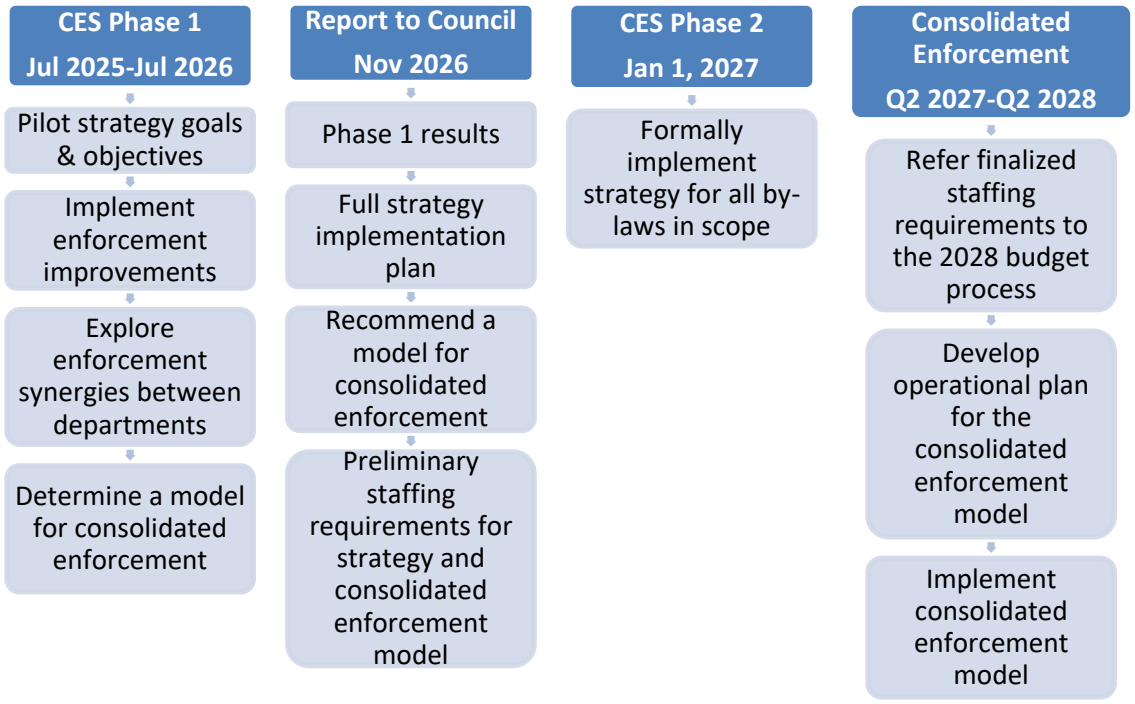
While Phase 1 is underway, the City will explore and define a new model for consolidating by-law enforcement under a single department. Insights from the pilot will inform decisions on staffing, resourcing, and operational structure. In limited and exceptional cases, certain by-laws or specific provisions may not be suitable for inclusion in a consolidated enforcement model such as by-laws with unique operational integration with frontline service delivery (e.g. Vehicles For Hire) or regulatory or legislative constraints (e.g. fire code).

A report to Council will summarize lessons learned in Phase 1, recommend adjustments as needed, and outline governance for ongoing oversight of the strategy. It will also include a recommendation for a new model for consolidated by-law enforcement under one department, recommending high level structural and resource changes to support long-term success.

Phase 2 will involve the full implementation of the strategy across all in-scope by-laws and departments. It is expected that the strategy will be fully implemented on January 1, 2027, as the City's long-term roadmap for by-law enforcement.

Throughout 2027, when the strategy is being deployed city-wide, an operational implementation plan for the consolidated by-law enforcement model will be developed. In 2027, a report will be submitted to Council to finalize staffing requirements and organizational changes needed to support the strategy and centralized model, with any budgetary requirements being referred to the 2028 budget process pending Council approval.

A roadmap of the implementation is provided below:



FINANCIAL IMPACT

Financial Impact Statement **Date:** June 13, 2025

Project Name: **First Year of Program** **2026**

By-law Enforcement Strategy and Consolidated By-law Enforcement Model

	2026	2027	2028	2029	2030
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	$ 184,370	$ 188,057		$ -	$ -
Less: Incremental Revenue/Recovery	-	-	-	-	-
Net Cost/(Benefit)	$ 184,370	$ 188,057	$ -	$ -	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ 184,370	$ 188,057	$ -	$ -	$ -

Additional Comments:

Direct Costs represent the salaries and benefits of a temporary Solicitor II position for a two-year term starting January 1, 2026 to support the strategy during the timeframe when legal services requirements are expected to be the highest. This request will be refered to the 2026 budget process under the Chief Administrative Office. Any additional financial impacts to support the implementation of a consolidated bylaw enforcement model will be submitted for Council consideration through a separate report after Phase 1 of the strategy has been completed.

Randy Bernard

Randy Bernard, CPA, CMA
Manager of Finance & Administration (Campus)

CONSULTATION

This Report has been prepared in consultation with:

- Access and Privacy Office
- Assessment and Taxation
- City Clerks
- Community Services Department
- Corporate Communications
- Corporate Finance (as to performance measures only)
- Human Resources
- Innovations and Technology Department
- Legal Services (as to legal issues)
- Public Works Department
- Water and Waste Department
- Winnipeg Transit
- Winnipeg Fire Paramedic Service

OURWINNIPEG POLICY ALIGNMENT

Two key alignments include Leadership and Good Governance (objectives 1 and 3), which emphasizes evidence-based, transparent and accountable decision-making and interdepartmental collaboration, and Good Health and Well-Being (policies 4.8 and 4.14), which highlights the importance of enforcing property maintenance and animal welfare standards to ensure community safety.

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

Consideration was given as to whether this report connects to the Winnipeg Poverty Reduction Strategy (PRS) and its Goals and Objectives, and it was determined that the PRS is not applicable to this specific report.

SUBMITTED BY

Department: Chief Administrative Office
Division:
Prepared by: Ajaleigh Williams, Manager of Strategic Initiatives
Date: June 13, 2025
File No: N/A

Attachments:

Appendix A- City Wide Enforcement Metrics 2023

Appendix B- By-Law Enforcement Strategy