

#### Contributing Departments

|                            |     |
|----------------------------|-----|
| Planning, Prop. & Devl.    | 43% |
| Corporate Accounts         | 33% |
| Community Services         | 24% |
| 2007 Budget: \$7.3 million |     |

# Neighbourhood Revitalization

## *Includes:*

- *Community Building*
- *Housing Initiative*

## Service Overview

### DESCRIPTION

Provide neighbourhood residents with tools and support to build resilient, healthy communities and to promote and deliver community based projects and programs that support sustainable neighbourhoods and healthy communities. This includes:

- Engaging community groups and associations in support of neighbourhood revitalization efforts (with an emphasis on neighbourhoods identified as major improvement and rehabilitation areas).
- Providing neighbourhood profile information for residents, neighbourhoods and City of Winnipeg staff and politicians, as a basis for service delivery and project planning and evaluation.

This service is provided jointly by the Housing and Parks, Riverbanks and Community Initiatives units of the Planning, Property and Development Department and Integrated Neighbourhood Support Services (Community Resource Coordination) of the Community Services Department. Service activities include the administration of Council's neighbourhood and housing programs including tax credits, grants and intergovernmental participation:

- Winnipeg Housing and Homelessness Initiative (WHHI)
- Building Communities Initiative
- Home Renovation Tax Assistance (HRTA)
- Affordable Housing Initiatives

- Residential In-fill Tax Credit Program
- Residential Rehabilitation Assistance Program (RRAP)
- Neighbourhood Multi-Family / Mixed-Use Building Grant Program
- Downtown Multi-Family / Mixed-Use Building Grant Program
- Winnipeg Partnership Agreement

### KEY GOALS

1. Increase community confidence in their neighbourhood and encourage residents to remain and invest in their own communities.
2. Encourage and promote community involvement in defining neighbourhood values and needs and prioritizing neighbourhood infrastructure improvement projects that meet those values and needs.
3. Participate directly in the revitalization of the downtown as a collection of vibrant residential neighbourhoods.
4. Facilitate the development of recreation services that are more responsive to the specific recreational needs of communities; with a priority focus on high needs neighbourhoods.
5. Enhance Aboriginal youth services in Winnipeg.
6. Build on and support existing Crime Prevention Initiatives within the City of Winnipeg.

## SERVICE LEVEL STATISTICS

| Description  | 2003        | 2004        | 2005         | 2006         | 4 Year Average |
|--|-------------|-------------|--------------|--------------|----------------|
| WHHI Funding (City only)   | \$1,284,185 | \$973,830   | \$726,565    | \$1,298,748  | \$1,070,832    |
| WHHI Funding (all partners)  | \$8,919,033 | \$9,586,627 | \$14,063,553 | \$22,472,193 | \$13,510,352   |
| WHHI Housing Units   | 537         | 590         | 860          | 587          | 644            |
| Residential Rehabilitation Assistance Program (RRAP) Funding Disbursed | \$1,506,424 | \$3,206,734 | \$3,083,306  | \$3,230,258  | \$2,756,680    |
| RRAP Units   | 111         | 94          | 137          | 117          | 115            |
| Multi-Family Dwelling Grant  | \$377,670   | \$379,045   | \$1,573,923  | expired      |                |
| Leveraged Private & Public Investment                                  | \$7,668,764 | \$5,700,630 | \$71,211,234 | expired      |                |
| Multi-Family Units   | 43          | 44          | 392          | expired      |                |
| Total City Housing Funds Disbursed                                     | \$3,168,279 | \$4,559,609 | \$5,383,794  | \$4,529,006  | \$4,410,172    |
| Total Housing Units Assisted   | 691         | 728         | 1,389        | 704          | 878            |
| HRTA Applications Processed  | 2,158       | 2,098       | 1,373        | 1,233        | 1,716          |
| Building Communities Funding (\$ 000's)                                | \$1,845     | \$1,536     | \$2,397      | \$2,567      | \$2,086        |
| Building Communities Projects completed                                | 5           | 19          | 31           | 25           | 20             |
| Building Communities Home Renovation (#)                               | 443         | 196         |              |              |                |
| Building Communities Home Renovation (\$ 000,'s)                       | \$1,024     | \$448       |              |              |                |
| # of Park Projects (New / Completed)                                   | 92/9        | 24/19       | 23/16        | 9/46         |                |
| Number of Business Improvement Zones                                   | 16          | 16          | 16           | 16           | 16             |
| Number of Businesses in Business Improvement Zones (BIZs)              | 4,879       | 4,868       | 4,882        | 4,889        | 4880           |
| Number of Neighbourhood Development Projects (participated in)*        | 245         | 233         | 186          | 136          | 200            |
| Number of Community Networks (participated in)*                        | 95          | 102         | 97           | 123          | 104            |
| Number of Community Consultations Facilitated*                         | 58          | 117         | 62           | 79           | 79             |

### \* Integrated Neighbourhood Support Services

Presently there are 230 residential and non-residential neighbourhoods in Winnipeg, grouped into 12 Community Characterization Areas (CCAs). Three levels of government and the Winnipeg Regional Health Authority have adopted consistent CCAs and neighbourhood boundaries. This maximizes the use and input into neighbourhood databases; and facilitates research, policy development and program delivery at the critical neighbourhood level.

# Strategic Direction

## LINKS TO PLAN WINNIPEG

|       |   |
|-------|---|
| 1A-01 | Promote Downtown Development  |
| 1A-02 | Encourage Downtown Living   |
| 1B-01 | Support Neighbourhood Revitalization                                      |
| 1B-02 | Promote Neighbourhood Safety  |
| 1B-04 | Support Protection and Creation of Character Areas                        |
| 1C-01 | Facilitate Provision of Safe and Affordable Housing                       |
| 1C-02 | Support Integration of Special Needs Housing                              |
| 2A-01 | Commit to Citizen Engagement  |
| 2A-03 | Promote Self-Reliant Aboriginal Communities                               |
| 3A-02 | Promote Compact Urban Form  |
| 3A-05 | Promote Regional Consistency in Planning and Development                  |
| 3B-01 | Promote Vibrant Neighbourhoods  |
| 3D-01 | Commit Foremost to the Maintenance and Renewal of Existing Infrastructure |
| 4A-01 | Engage Communities in Building Safe Neighbourhoods                        |
| 4A-03 | Expand Capacity to Address Safety   |
| 4A-05 | Provide Support for People at Risk  |
| 4B-01 | Integrate Safety into Overall Planning and Urban Development              |

## SYNOPSIS OF POLICY DIRECTION

The Public Service is undertaking a number of specific programs and initiatives in keeping with Council's priority policy areas: Crime Reduction, Infrastructure, Clean & Green. Specific objectives and efforts are highlighted below.

### Neighbourhood Safety/Crime Prevention

The City's housing programs have contributed to neighbourhood safety by emphasizing increased integration of public, non-public housing, and mixed-income housing in the hope of diminishing the high concentration of disadvantaged persons in one area. The City continues to coordinate the delivery of programs by working in partnership with other levels of government, resident associations and community agencies to promote the application of principles of crime prevention, and provides leadership in addressing issues of home safety and security.

BIZ Patrols are active in several Business Improvement Zones. The Ambassador Program has been adopted in Downtown, Exchange, West End and Selkirk / Mosaic. Corydon, Osborne Village and Norwood Grove have their own BIZ patrol in partnership with City Police. Crime Prevention Through Environmental Design (CPTED) - Design of Building Communities and

other neighbourhood improvement projects incorporate CTED principles for enhanced public safety including lighting, sight lines, vandal resistant materials and improved facilities for youth-at-risk.

Council has directed a review of existing City of Winnipeg neighbourhood liveability by-laws including a number of by-laws that impact the community with the objective of streamlining, simplifying and consolidating existing neighbourhood liveability by-laws into a more user-friendly form.

### Neighbourhood Infrastructure

Policy direction under the Building Communities Initiative (BCI) is to revitalize and stabilize older residential neighbourhoods experiencing symptoms of physical decline through strategic capital investment aimed at upgrading community facilities, parks and municipal infrastructure, enhancing public safety, strengthening neighbourhood commercial areas, and upgrading residential aesthetics.

The City, through its housing programs, is able to take maximum advantage of existing infrastructure by effectively encouraging both private sector and public sector investments in older neighbourhoods. The City housing programs facilitate infill developments, support improvements to the older housing stock, support the redevelopment of vacant / derelict buildings and promote investments for the maintenance of healthy neighbourhoods.

The Recreation, Leisure, and Libraries Facilities Policy (RLALF) investment strategy supports community empowerment to reconfigure its recreation, leisure, and library facilities in a way that is more responsive to local needs, leading to a more contemporary and financially sustainable mix of facilities.

- The Municipal Aboriginal Pathways (MAP) policy adopted in 2003 provides \$200,000 annually for Aboriginal Housing opportunities.
- Signed by the Government of Canada, the Government of Manitoba and the City of Winnipeg in 2003, the WPA has four components: Aboriginal Participation, Building Sustainable Neighbourhoods, Downtown Renewal and Supporting Innovation and Technology.

### Clean and Green Neighbourhoods

Building Communities Initiative- Within targeted BCI neighbourhoods, comprehensive re-investment and redevelopment of community gathering spaces (parks, playgrounds,

neighbourhood main streets) results in enhanced neighbourhood image and liveability.

Council adopted Community Garden Policy (2006) fosters community gardening within Winnipeg and provides guiding principles for the City Administration of community gardens on City-owned land.

Neighbourhood Green Plans are a type of non-statutory neighbourhood plan that can be prepared by the community and, following endorsement by Council, can focus City activity toward neighbourhood 'green' priorities.

Energy - efficient technology for housing projects (e.g. geothermal) is encouraged.

Neighbourhood Main Streets are targeted by the activities of Business Improvement Zones (BIZ) as well as City capital improvements. The BIZ by-law includes the objective of beautifying, improving and maintaining real property of the City within each Business Improvement Zone. Public Works coordinates graffiti removal through the BIZs.

## KEY FACTORS INFLUENCING SERVICE DELIVERY

### Demographic Trends

In June 2007, the Conference Board of Canada released a comprehensive demographic and economic forecast for Winnipeg with the following highlights:

- From 2007 to 2030, population growth is expected to average 1.1 percent per year, while real gross domestic product (GDP) growth is forecast to average 2.5 per cent per year.
- Although the population will age as baby boomers enter retirement age, rising immigration will help support growth in Winnipeg's labour force.
- Winnipeg is expected to attract an average of more than 8,700 net international migrants each year from 2007 to 2030.
- Sound employment prospects and relative housing affordability will boost interprovincial and intercity migration to Winnipeg.
- Winnipeg's housing market is projected to go through a transformation as aging baby boomers increase the demand for multi-family units.
- As a massive number of employees retire, firms will have little choice but to increase investment, boosting the economy's capital-to-labour ratio.
- Migration will become an increasingly important factor for population growth, and Winnipeg's ability to attract new migrants will

become an important determinant of its future economic potential.

### Increasing Aboriginal Population

Enabling access to opportunities for youth is an important foundation on which to build a strong future for our community. In 2006, Aboriginal youth under the age of 25 comprised 14.87% of Winnipeg's total youth population. Projections estimate that by 2026, Aboriginal youth under the age of 25 will comprise 17.35% of Winnipeg's total youth population. The Aboriginal youth population is expected to grow by 43.09% from 30,400 Aboriginal youth living in Winnipeg in 2006 to 43,500 by 2026<sup>1</sup>

### Promote Downtown Development

There are a number of interest groups actively pursuing downtown revitalization including, three levels of government, CentreVenture, North Portage Development Corporation and various City departments. The lack of a single voice for the downtown increases the risk of fragmented development resulting in:

- various competing redevelopment projects;
- continually shifting areas of development focus;
- incongruent municipal infrastructure investment.

Winnipeg must continue to maintain or enhance its share of downtown employment growth in proportion to that taking place in the suburbs. Recent trends indicate that Winnipeg is not capturing its share of downtown office growth from a national perspective. Sustainable downtown development will be predicated on our ability to support opportunities for citizens to live, work and play in the downtown.

The negative perception of crime and lack of parking in the downtown continue to plague development activity. There will be continuing pressure on the City's Public Service to address these issues as a priority in order to enhance the positive and vibrant image of the downtown.

### Encourage Downtown Living

Sustainable residential development must take into account not only available housing units, but also the necessary lifestyle amenities that residents require (e.g. groceries, personal services, daycare, etc.). At present such amenities are lacking or perceived to be lacking in the downtown, making it difficult to compete with suburbs as a residential destination of choice.

Housing choices are more limited in the downtown than in suburban Winnipeg. There is currently a predominance of high-rise apartments in the downtown compared to suburbs which in turn provides proportionately fewer ownership choices in the downtown.

As residential development occurs in downtown Winnipeg, there will be an increasing demand for long-

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<sup>1</sup> Data Source: Manitoba Bureau of Statistics

term residential parking (or alternatives) that are currently lacking.

In some cases, the existing downtown infrastructure does not have the capacity to handle a change in use from commercial / retail to higher-density residential development.

### **Revitalize Mature Neighbourhoods**

Winnipeg has a number of older and generally stable residential neighbourhoods that are beginning to exhibit symptoms of decline such as: deteriorating municipal infrastructure, community facilities and housing stock; loss of population; declining property values; and increasing public concern for urban safety. Generally, these neighbourhoods are found in the transition area between inner city neighbourhoods experiencing significant social, economic and physical challenges and the newer, stable neighbourhoods found in the suburbs. However, many older suburban neighbourhoods throughout the city are also exhibiting symptoms of decline in specific areas.

Not all neighbourhoods have an adequate supply of public spaces that are appropriate based on the unique socio-economic and demographic needs of specific neighbourhoods (i.e. safe places to play, walk to school, etc. In the interest of fiscal responsibility, the City has tended to take generic ('cookie-cutter') approach to physical renewal projects (e.g. parks playgrounds, public spaces) that result in economies of scale. However, where neighbourhoods have unique needs based on socio-economic / demographic realities, this approach can also result in underutilized facilities that contribute to the social decline of neighbourhoods.

Neighbourhoods with the greatest need do not always have the community resources (state of readiness) to address their unique needs in a collaborative way. Typically, these neighbourhoods have a high rate of transience which works against a sense of ownership that is vital for sustainable renewal efforts.

The set of indicators used in the past to rank neighbourhoods no longer adequately reflects all relevant trends, attributes and initiatives necessary to provide a comprehensive, contextual and ongoing assessment of neighbourhood condition. As a result, future evaluation process will require considerable analysis in order to identify effective and responsive revitalization strategies for each unique neighbourhood.

Community collaboration on neighbourhood projects greatly enhances project success and community acceptance, but adds significantly to project delivery timelines.

Volatility in the Winnipeg construction market has significantly impacted construction budgets and project delivery timelines.

### **Neighbourhood Safety**

Neighbourhood areas that lack population density/stability often fail to establish a sense of community. The absence of community ownership and pride contributes negatively to crime rates and perceptions of safety in these neighbourhoods.

A neighbourhood safety toolkit has been developed to guide staff and community residents in identifying safety needs and initiatives. However, it is uncertain whether this resource is being used effectively within and outside the organization. As a result, development proposals may not be adequately reviewed from a neighbourhood safety perspective at present.

The City hasn't been using specific neighbourhood crime/safety information to guide our efforts in designing responsive housing and community projects. The City lacks a coordinated reporting system that relates to the promotion of neighbourhood safety and related results.

Special needs housing and institutions that are required in struggling neighbourhoods are not always available in adequate supply and often are limited by existing development / zoning regulations that discourage clustering of these types of amenities. (zoning solution – need to be permitted by right).

### **Neighbourhood Information**

Owing to technological development, there is an increasing demand for neighbourhood information that is accessible and useful for policy development, planning, research, informed decision making, resource allocation, and private investment with respect to building community capacity.

## **SUMMARY OF GOALS AND STRATEGIES**

The following goals are presented within the context of physical improvements and investments in neighbourhoods that will result in quality housing and community amenities and reduce crime. For these purposes, the downtown is considered to be a collection of neighbourhoods.

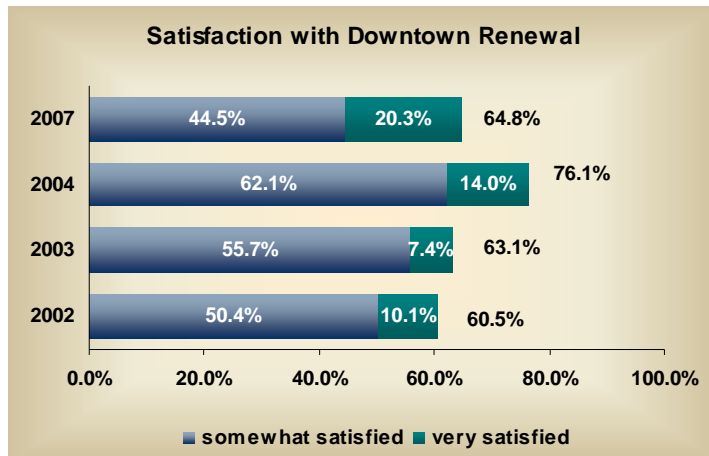
- 1. Increase community confidence in their neighbourhood and encourage residents to remain and invest in their own communities.**
  - Commit to doing a Crime Prevention Through Environmental Design (CPTED) review of all public projects and a screening of private development to isolate and address specific elements of safety that are within our control as managers of planning and property.

- Focus on the “green” or “social” infrastructure, including neighbourhood destinations and linkages that bring people together, give youth opportunities for positive activity and create a positive image for the overall neighbourhood.
  - Pursue recreation opportunities strategically as a means to keep residents positively engaged in community activity.
  - Utilize CrimeStat data to isolate specific trends that guide the development of effective physical renewal initiatives aimed at reducing crime.
  - Ensure that special needs housing and institutions that are required in all neighbourhoods need to be ‘permitted by right’.
  - Report regularly and publicly on what is being done about neighbourhood safety within the Public Service.
- 2. Encourage and promote community involvement in defining neighbourhood values and needs and prioritizing neighbourhood infrastructure improvement projects that meet those values and needs.**
- Monitor socio-economic and demographic trends and projections to determine the anticipated needs of each neighbourhood.
  - Target older transition neighbourhoods for early intervention and capital reinvestment aimed at addressing the problems of physical decline.
  - Create an inventory and conduct an assessment of existing community infrastructure and amenities and upcoming capital improvements that can be used for the consultation and project identification processes.
  - Consult with relevant City departments to develop a list of potential community projects that address the needs/values identified by the community.
  - Work collaboratively to develop and track a more comprehensive and relevant set of indicators that will identify the unique revitalization needs of each neighbourhood and result in sustainable neighbourhood development.
  - Incorporate additional mechanisms of internal support to Business Improvement Zones with the goal of assisting smaller BIZs to become more independent and to expand the benefits larger BIZs are experiencing to additional areas.
  - Initiate a web-based mapping of Business Improvement Zones.
- 3. Promote the coordination of development efforts of, and participate directly in, the revitalization of the downtown.**
- Promote the importance of necessary lifestyle amenities to the sustainability of residential development in the downtown.
  - Promote a holistic approach to downtown living that incorporates considerations such as public gathering spaces, infrastructure capacity, parking requirements and housing choices comparable to those found in suburban Winnipeg.
  - Develop a set of criteria that enables an evaluation of development proposals using the holistic perspective identified above.
  - Develop, communicate and coordinate a core hierarchy of public spaces that will facilitate coordinated neighbourhood development.
  - Seek joint representation from CentreVenture, Housing, Public Works, Transit, Parks, Forks-North Portage and various levels of government where necessary to create integrated downtown development including living spaces.
  - Encourage development proposals for the downtown that are strategically located with respect to prevailing and anticipated market forces and with respect to publicly funded infrastructure investment.
- 4. Facilitate the development of recreation services that are more responsive to the specific recreational needs of communities; with a priority focus on high needs neighbourhoods (Major Improvement and Rehabilitation Areas).**
- Work with neighbourhoods to map community assets including existing recreation programs and service providers.
  - Further enhance mechanisms to incorporate community input into ongoing recreation program planning.
  - Facilitate community consultation in regards to gaps and needs.
  - Enhance collaborative working relationships with other Civic departments in order to more effectively implement responsive recreation initiatives.
- 5. Enhance Aboriginal youth services in Winnipeg.**
- Establish new and/or enhance existing partnerships to ensure relevant Aboriginal youth services in Winnipeg.
  - Establish an Aboriginal Youth Advisory Council to work with the Aboriginal CRC to provide input on new and existing Aboriginal youth-focused programming.
  - Consult with elders within the Aboriginal Community and leverage their knowledge and experience in the design and delivery of programs for Aboriginal youth.
  - Increase opportunities for City of Winnipeg recreation and library programming to enable greater Aboriginal youth participation.

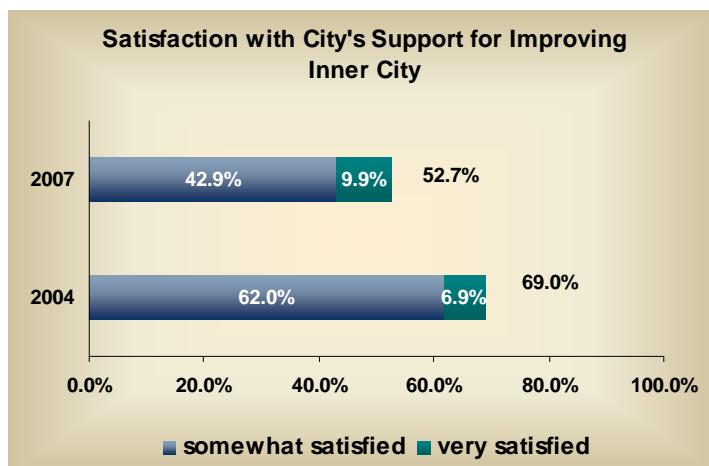
- Enhance accessibility to programming, including the exploration of alternate transportation.
  - Implement marketing strategies that reach Winnipeg's Aboriginal youth.
  - Increase the number of Aboriginal cultural-based programs.
  - Explore the potential for the development of literacy-based programs with Aboriginal student mentors to be hosted at neighbourhood libraries.
  - Provide more internship and employment opportunities for Aboriginal youth within the City of Winnipeg.
- 6. To build on and support existing Crime Prevention Initiatives within the City of Winnipeg.**
- Participate in the development of an integrated crime prevention strategy.
  - Foster community networking and partnerships aimed at crime prevention.
  - Assist neighbourhoods to address safety issues.

## Performance Information

### CITIZEN SATISFACTION



Citizen satisfaction with downtown renewal declined to 64.8% in 2006.

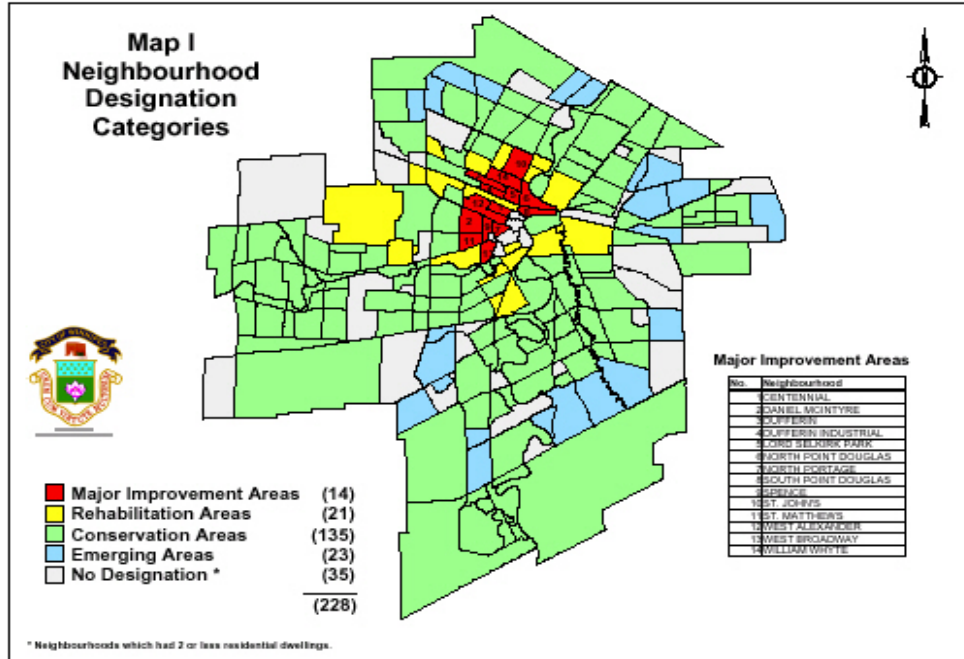


Citizen satisfaction with the City's support for improving the Inner City declined to 53% in 2007.

Note: 2007 Survey was conducted in the month of August; the sample size was 614 people and the margin of error is +/- 4% 19 times out of 20

## EFFECTIVENESS DATA

There are 228 neighbourhoods in the City of Winnipeg. Each neighbourhood has been given a designation based on characterizations established in a 2001 study. The map and graphs below show the location numbers of neighbourhoods in each designation.



### DEFINITIONS:

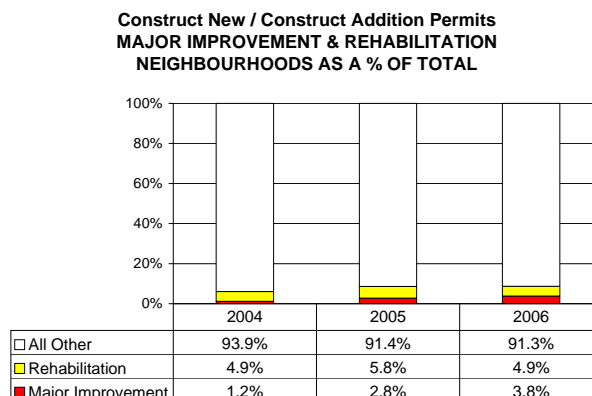
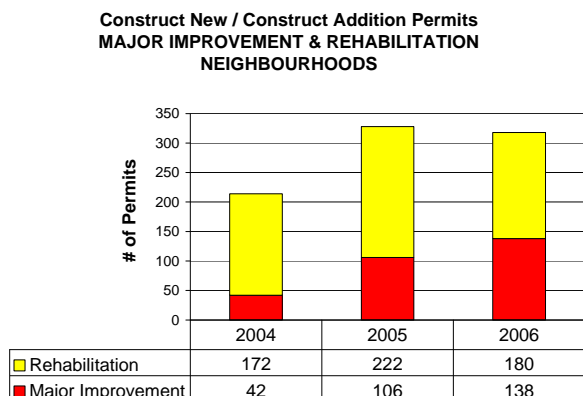
**Major Improvement** – older areas that have experienced significant decline to the point where housing and neighbourhood infrastructure require complete renewal.

**Rehabilitation** – areas where decline is having a spill over effect to the extent that it is beginning to impact the overall stability of the neighbourhood; some intervention would be required in order to stimulate private reinvestment and improve infrastructure.

**Conservation** – neighbourhoods, which are physically & socially stable but are showing initial signs of decline. The City will monitor these areas for any detrimental intrusions and may intervene in isolated cases.

**Emerging** - areas in which new development is being considered. The City's role will be to ensure appropriate coordination of land use and infrastructure.

The following charts provide an analysis of Commercial and Residential permit activity categorized as 'Construct New' and 'Construct Addition'. The chart below shows the trend in permit activity in 'Major Improvement' and 'Rehabilitation' neighbourhoods from 2004 to 2006. The chart below represents this activity as a percentage of total permit activity for the same period.



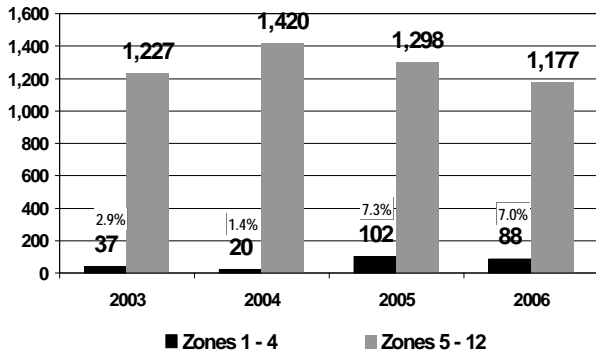
### Housing

The most recently published census data available is from 2001. Winnipeg's census data has been analyzed by neighbourhood, making it possible to isolate relevant data elements for the Inner-City and compare them with Winnipeg as a whole. The following table provides the census data components that relate directly or indirectly to housing. It is anticipated that the updated 2006 census data by neighbourhood will not be available until the year 2009.

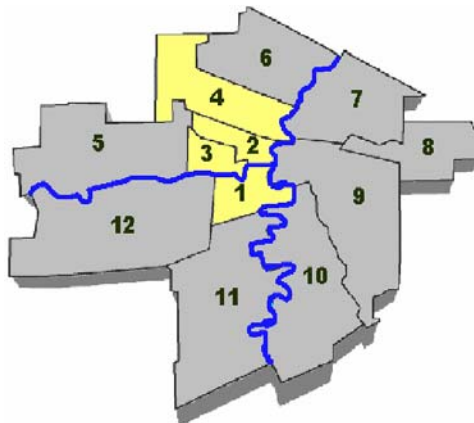
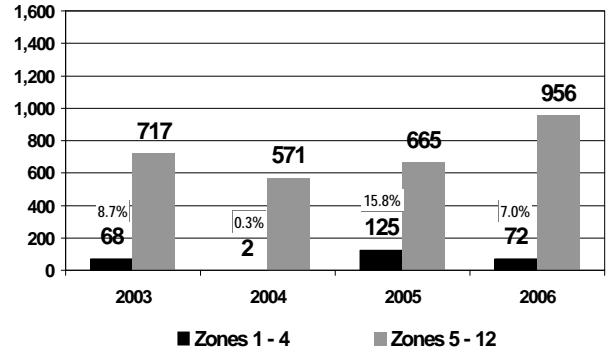
| CENSUS INDICATOR                                     | INNER-CITY | WINNIPEG OVERALL |
|--|------------|------------------|
| Change in Population (2001 vs. 1996)                 | -3.9%      | +0.2%            |
| Average Household Income                             | \$34,364   | \$53,176         |
| Median Household Income                              | \$26,362   | \$43,383         |
| Total Occupied Dwellings                             | 57,220     | 252,815          |
| % of Total Dwellings that are owned                  | 36.3%      | 63.6%            |
| % of Total Dwellings that are rented                 | 63.7%      | 36.4%            |
| % of Dwellings > 50 Years Old                        | 46.4%      | 20.3%            |
| Average Value of Dwelling                            | \$64,401   | \$100,525        |
| Mobility: % that did not move in the past year       | 76.3%      | 84.9%            |
| Mobility: % that did not move in the past five years | 45.0%      | 57.7%            |
| <b>DWELLING CONDITION:</b>                           |            |                  |
| % in need of regular maintenance only                | 56.0%      | 62.0%            |
| % in need of minor repairs                           | 30.2%      | 28.6             |
| % in need of major repairs                           | 13.8%      | 9.4%             |

Of the 228 neighbourhoods in Winnipeg, Plan Winnipeg Policy Plate `D` has categorized 14 as `Major Improvement` areas and 21 as `Rehabilitation` areas. Most of these neighbourhoods are located in or around the Inner-City. The charts below compare housing starts in the Inner-City (Zones 1, 2, 3, and 4) with housing starts in the rest of Winnipeg (Zones 5 – 12) from 2003 to 2006. Numbers above the dark bars represent Inner-City starts as a percent of total starts.

### Housing Starts – Single Family



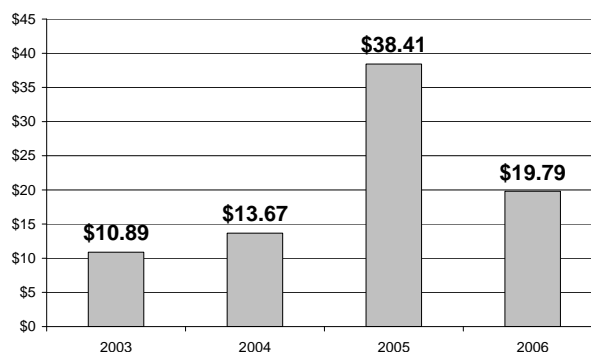
### Housing Starts – Multi-Family



Since 2000, the City has made direct cash investments totaling \$8.3 million (does not include the value of land transfers) that has leveraged approximately \$100 million from other WHHI partners towards housing and homelessness related projects. This funding includes support for housing repair, construction and rehabilitation; for planning and operational supports such as housing plans and housing coordination; and for program assistance for people who are either homeless or at risk of becoming homeless. The funding has provided for the repair, rehabilitation, or construction of 4,045 housing units and 204 rooms or beds in the City of Winnipeg. Note, The City use a targeted approach by designating five Housing Improvement Zones which include Centennial, North Point Douglas, Spence, West Broadway, and William Whyte neighbourhoods.

The chart below shows the amount that the City has leveraged for its Housing programs for each City dollar invested:

Dollars Levered per City Dollar Invested



**Other Future Measures:**

- \$ leveraged/\$ of City of Winnipeg investment in Building Communities projects
- Private investment leveraged per \$ investment in housing programs

The following effectiveness benchmarks will be developed in 2007. This will form the basis for reporting in future years:

- Number of new neighbourhood-based recreation initiatives implemented per year
- Number of joint neighbourhood development projects with other departments implemented per year
- Number of crime prevention initiatives implemented (prioritizing for the Major Improvement Areas) per year
- Number of Aboriginal youth programming initiatives (recreation and library) implemented per year
- Number of Aboriginal youth participants in City of Winnipeg Program initiatives
- Number of new funding and service partnerships created to provide Aboriginal youth services
- Number of internships created for Aboriginal youth

**EFFICIENCY DATA**

| Description  | 2003   | 2004   | 2005   | 2006   | 4 Year Average |
|--|--------|--------|--------|--------|----------------|
| Administrative Cost per \$ of Funding Disbursed for Housing Programs                                       | \$0.15 | \$0.10 | \$0.07 | \$0.07 | \$0.10         |
| Administrative Cost per \$ of Funding Disbursed for Building Communities Initiatives Construction Projects | \$0.14 | \$0.16 | \$0.10 | \$0.09 | \$0.12         |