



Progress on Commitments: 2022–2026

A term-end update for Winnipeg residents on delivery of Mayor Gillingham's 2022 Election Platform commitments, and other key outcomes

SUMMARY

In 2022, Scott Gillingham was elected Mayor with a platform that included 90 specific targets, policies, proposals and commitments. 57 have been delivered since with at least partial action on 23 others, alongside other initiatives (see Part 2)

Re-started a City-RCMP warrant unit to hunt violent fugitives; 800+ arrested since unit relaunch.	Successfully led a campaign of Manitoba mayors who pushed for tougher national bail legislation.	Built a new cross-trained Safety Officer team for Transit; frequent fare enforcement operations.
Served on the Police Board to ensure the WPS was led by a new Police Chief with a proactive approach to crime prevention.	Hiring more firefighters, added a new fire station, lobbied the Province successfully for new ambulances to meet demand.	Completed first-stage planning for a 911-dispatched Mental Health / Addiction Crisis Response System.
Rezoned/transferred four (4) City-owned sites to Manitoba for transitional homeless housing.	Transformed Transit Plus so people with mobility challenges can now book all trips digitally.	Cut average 311 waits by 80%+. Funded ongoing steps to speed up Water & Waste service calls.
Hired a full time mayoral advisor on homelessness. City Hall is working closely with MB officials on its “Your Way Home” Strategy.	Funded four 24/7 Safe Spaces to expand flexible shelter for the homeless. Providing a cost-free City building for Street Links.	Launched a new encampment policy to protect parks & playgrounds, while moving unhoused residents to housing.
Repaired, resurfaced or renewed 675 km of broken city roads, with record road repair funds in-budget for the next six years.	Design work and ROI studies completed for the extension of Chief Peguis Trail and expansion of Route 90/Kenaston.	Created five new cross-trained Neighbourhood Action Teams to add maintenance, cleaning and sidewalk snow clearing capacity.
Delivered on the Transit Master Plan years early, increasing bus frequency on key corridors as promised. Work underway now to improve routes and transfers.	Fully funded modernization of transit fare tech to allow credit/debit/phone payments; transition scheduled for 2027-28.	Grew property tax funding for transit at a faster rate than for any other service, restoring service to 100% of pre-pandemic levels and backfilling lost 50/50 MB funding.
Created new rules to monitor and limit Airbnb impact on neighbourhoods, and make rules for taxis vs. rideshare more equal.	Rezoned “Malls & Corridors” properties citywide allowing for new ‘as-of-right’ mid-rise housing builds along major transit routes.	Supported a new housing tower at Portage Place. 2022-26 broke records for new home starts and downtown housing approvals.
Built CentrePort South infrastructure; launched the “Sky Economy” to draw high-value jobs to the Winnipeg Airport zone.	Fully-funded tree canopy pruning and planting programs, outpacing annual tree loss for the first time in two decades.	Expanded library hours, added a new library in Garden City, and added new splash pads to replace obsolete wading pools.
Opened Portage & Main to pedestrians (instead of closing lanes to traffic for five years as was in the previous plan).	Fully funded Winnipeg’s share of the North End Water Pollution Control Centre (NEWPCC). Phase II is now under construction.	Restored arts grants to pre-pandemic levels, new fund for major DT arts orgs. Granted land to WSO for Pantages renewal.

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Commitment completed: [Blue Shading]



Commitment launched or at least some work underway: [Yellow Shading]



Limited or no action due to changing priorities, costs or other issues: [Red Shading]

Note: the exact phrasing or sequence of commitments may have been slightly changed from how they appeared in the 2022 platform for brevity or clarity.



Mayor Gillingham with Federal Justice Minister Sean Fraser while announcing **changes to Canada's bail laws** to target repeat violent offenders. Mayor Gillingham worked with mayors from across Manitoba to lobby for these changes, and testified before House of Commons and Senate committees on the issue.

PART 1: PROGRESS AGAINST PLATFORM COMMITMENTS

2022 PLATFORM COMMITMENTS: “THE BIG MOVE” & INFRASTRUCTURE

TARGET OR COMMITMENT	PROGRESS	NOTES
More road repair: use frontage levies (dedicated by law to streets or waterworks) to add \$50M (total) in cash to fund additional road repair by 2026.	✓	2023-26 budgets and the 6-year capital plan both maintained record funding for road repair, leading to 175km of road renewal in the term.
“Potholes will be patched faster with support of Neighbourhood Action Teams.”	✓	In 2025, two teams filled nearly 34,710 potholes. Five teams are now in place.
Lobby the province to require utilities to better coordinate road work with City Hall	📊	The Mayor has raised this issue with the President of Manitoba Hydro and other senior officials, but progress has been incremental so far.
Dedicate share of frontage levy increase for preliminary work on trade route expansion.	✓	Delivered as committed. Some costs offset by Provincial contributions.
Trade routes: extend Chief Peguis Trail, and widen/renew Route 90 with the goal of having tenders/shovels in by 2026	📊	ROI studies done, design underway. However, efforts to secure financing from other governments to start construction has been delayed by efforts to fund the North End Pollution Control Centre, which is a more urgent priority for the City’s economy.
Restore transit to 100% pre-pandemic service levels in 2023 (~50 buses): add buses to busiest bus routes. Launch new on-demand suburban services, helping to take pressure off the Transit Plus system.	📊	Completed through accelerated delivery of the Transit Master Plan, boosting frequency on major corridors. However, many riders have complained about service levels on suburban corridors. New investments to address issues are ongoing.
Add bus service to unserved areas in Castlebury Meadows and Waterford Green.	✓	Launched through the multi-year budget process in 2024.
Eliminate gaps in sidewalk and cycling networks on collector and arterial streets.	✓	Examples among many: River /Stradbrook connections, NW Hydro Corridor Multi-Use Path, Keewatin Multi-Use Path and Osborne / Glasgow Bike Signal / Crossing.
Use frontage levy increase to fund \$13M more (total) in active transport projects.	✓	Delivered, to a level over \$12m.

2022 PLATFORM COMMITMENTS: “BIG MOVE” & INFRASTRUCTURE (CONTINUED)

TARGET OR COMMITMENT	PROGRESS	NOTES
Update City's roadwork priority formula; must consider safety and equity for all ages when prioritizing repairs.	✓	Delivered by other means (the new Road Safety unit is proactively identifying priority projects)
Hire an expert Chief Construction Officer to advise Mayor and Council directly on infrastructure policy and construction sector issues. CCO will review relevant reports, provide attachments for Council.	✓	Winnipeg's first CCO was hired in early 2025. Rules are now in place to govern this unique position's role into the future.
Work with other governments and the training sector to boost Manitoba's construction labour pool.	✓	Pivot: Manitoba's construction labour pool grew by 4k since 2022, so the CCO focused on increasing the bidder pool instead, with some success.
Support expanded use of recycled materials in construction.		Manitoba regulates recycling of building materials, so City staff acted on direction to engage the Province; no formal policy change so far.
Modernize construction bids and contracts to match Canadian standards	✓	CAO directed the Public Service to pilot use of CCDC base contracts on four projects in 2026, with a commitment to broaden use in 2027.
Convene "Ten-Day Task Force" to work with industry on strategies to increase road repair speed and productivity.		Direct industry-Public Works-Council meetings in 2023 resolved some key issues, but significant challenges with construction speed remain.
Pre-tender road work up to three years in advance, paired with advanced negotiation of bid terms every year to reduce financial risk of bidding ahead. (Two commitments)		<i>Consultant</i> awards now out as much as a year early, but Public Works & industry delivering tenders 6-8 months prior for roadwork as a first step.
Activate online booking for Transit Plus.	✓	Self-service trip booking online was introduced in 2024, supplemented by the Wheelchair Accessible Vehicle program, which is now permanent.
Ask council to waive permit fees to incentivize more access improvements		Recommendations developed but no final action to date.
Support studies to deliver incremental rail relocation improvements.	✓	The City is directly supporting Dr. Lloyd Axworthy's relocation study.

2022 PLATFORM COMMITMENTS: THE BIG MOVE (CONTINUED)

TARGET OR COMMITMENT	PROGRESS	NOTES
Mandate Neighbourhood Action Teams to identify mobility issues during neighbourhood sweeps, and clear snow from unsafe transit stops and key sidewalks during major storms.	✓	Delivered. Snow/ice sidewalk & bus stop complaints to 311 have dropped by 50%+ from peak levels as a direct result of Team work and the purchase of new sidewalk clearing vehicles.
Create a Road Safety and Active Transport Branch in Public Works, and give it co-signing authority over key projects.	✓	Delivered. The unit has also driven safety changes across the City, including (for example) retiming traffic lights on key pedestrian crossings.

2022 PLATFORM COMMITMENTS: CRIME & PUBLIC SAFETY

TARGET OR COMMITMENT	PROGRESS	NOTES
Sit on the Police Board (<i>to improve links between City priorities and Police policy</i>)	✓	The Mayor sat on the Board from 2022 and participated directly in hiring Chief Gene Bowers, leaving three months later, in May of 2025. "Communication between the WPS and City Hall has improved significantly."
Make Crime Prevention a Priority	✓	Delivered through multiple channels: set criteria for hiring the new Police Chief, creation of the Safe Winnipeg Initiative, lobbying for bail reform, Community Safety Team, etc.
Push to reverse four organizational steps that shifted Winnipeg policing strategies from a proactive to reactive model.	✓	Pivot: as a Police Board member, the Mayor pushed for a more proactive approach during the hiring process. Chief Gene Bowers was selected in part because of his focus on proactive policing as a candidate.
Reinstate Criminologist-in-Residence Program (funded via "Proceeds of Crime")- report to Police Board and City Council.	✗	No action.
Reactivate joint task force with RCMP to target organized crime and pursue habitual criminals with outstanding warrants	✓	Manitoba agreed to relaunch the joint unit immediately after the 2022 election. Since then, the unit – now called MIVOAU – has arrested over 800 fugitives and violent offenders.

TARGET OR COMMITMENT	PROGRESS	NOTES
Ask Governance Committee of Council to develop skills plan for the Police Board in consultation with the Board chair, provincial officials, experts, and community, to develop a revised Board search and appointment process.	✗	No action.
Hold Police Service accountable for crime prevention strategies.	✓	No formal action. The Mayor advocated for a clearer link between plans and performance measurement for the Chief as a part of the hiring process for Chief Gene Bowers.
Offer research and intergovernmental support to Chair and Board Members from Mayor's Office.	✓	The Mayor's Office has raised several legislative and strategic concerns for WPS & the WPB directly with higher orders of government throughout 2022-26, with a new request for transmission of a key concern from the Board as recently as July 2026.
Unite Crime Prevention efforts into a single plan, engaging social and enforcement agencies together.	📊	Underway through the Safe Winnipeg Initiative. Examples of increased collaboration include: merger of DCSP into Fire-Paramedic 911, consolidated databases (thanks to Federal funding from Public Safety Canada), and launch of a roundtable to coordinate responses to drugs, crime and disorder issues at Portage & Sherbrook area in July, 2026.
Prioritize Alternative Response to Citizens in Crisis and other initiatives to shift non-criminal calls away from police responses.	✓	The Mayor engaged a consultant with senior government experience to develop a new model for a mental health and addiction crisis response via 911 triage, to be released in 2026. WFPS also developed an experimental model integrating DCSP into 911 triage for crisis calls downtown.
Bring permanent funding for the Downtown Community Safety Partnership into the four-year budget plan for 2023-2027.	✓	Delivered in the multi-year budget.

2022 PLATFORM COMMITMENTS: CRIME & PUBLIC SAFETY (CONTINUED)

TARGET OR COMMITMENT	PROGRESS	NOTES
Support implementation of Provincial recommendations to allow for a ‘tiered policing’ model with more peace officers or community safety officers.	✓	Acting on the Mayor’s commitment, City Hall created the Community Safety Team in 2023-2024, working closely with Provincial officials on the enabling legislation.
Deploy peace officers to provide permanent, dedicated Transit security.	✓	Delivered through the Community Safety Team, which is expanding to 45 members in 2027.

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2022 PLATFORM COMMITMENTS: HOUSING & HOMELESSNESS POLICY

TARGET OR COMMITMENT	PROGRESS	NOTES
Hire a full-time, expert Homelessness and Addictions Policy Advisor to report to the Mayor in the Mayor's Office.	✓	Hired in 2023. This role is critical to near-contact and collaboration with Manitoba and outreach agencies on the Province's "Your Way Home" strategy.
Expand funding for 24/7 Safe Spaces to offer more flexible shelter capacity for the unhoused.	✓	Delivered (funding to Ka Ni Kanichihk, N'Dinawemak, WE 24/7 and Street Links), with an additional loan of the City's 604 St. Mary building at no rental or utility cost to St. Boniface Street Links for its 24/7 Safe Space. (N'Dinawemak is temporarily closed in 2026). The City is also helping to fund outreach operations.
Update the City's emergency weather policy.	✓	Policy approved by Council in 2023.
Copy modular "rapid housing" programs from Toronto, Vancouver, and Surrey.	✓	Pivoted to partner with Manitoba on a rapid construction model, using pre-approved provincial designs (below)
Secure Council pre-approval for six modular housing sites (270 units) on city-owned/purchased land. Proposed sites will be selected for minimal conflicts to outflank potential legal delays		Delivered four (4) of six (6) promised sites to date –Council rezoned these sites for smaller unit counts at the Province's request (more practical for wrap-around service providers). Other potential sites are under review.
Council will conduct selection in committee-of-the-whole to maximize transparency	✓	Pivot: to facilitate the Winnipeg-Manitoba agreement, a joint committee ranked options, which were sent to Council for approval. Council rejected two proposed sites.
Ensure "wrap-around" social services at each site, while ownership and operation of each completed site be transferred to non-profits, and Indigenous housing organizations through an RFP process		Underway via the Provincial-Municipal program to build supportive housing on former City of Winnipeg and Provincially-owned sites. Manitoba is now leading the RFP with City input.
Review existing protocols for emergency removal of any homeless encampments alongside [external experience and reports/case law in other cities].	✓	Delivered, most recently through updates to the City's new encampment policy.

2022 PLATFORM COMMITMENTS: HOUSING & HOMELESSNESS (CONTINUED)

TARGET OR COMMITMENT	PROGRESS	NOTES
Allow residential construction as-of-right, with no parking minimums, over existing commercial sites along Pembina Highway and Portage Avenue. <i>[This commitment previously appeared under 'economic development' in the original platform]</i>	✓	Delivered, although parking minimums were reduced and made more flexible rather than eliminated, and the program was extended to include more “corridor” streets.
Ask City staff and Council to develop rules permitting residential construction over medium and large retail malls, as-of-right, conditional on setbacks to minimize impacts on nearby residents. <i>[This commitment previously appeared under 'economic development' in the original platform]</i>	✓	Delivered. As Mayor, Scott also wrote to Council with a “public interest letter” supporting new apartment housing developments at Northgate Mall in advance of the new rules.
Launch new tender for affordable housing construction over Portage Place; Work with other governments, The Forks (as landowner), and Indigenous partners to tender a common aid package to any qualified bidder. <i>[This commitment previously appeared under 'economic development' in the original platform]</i>	✓	Pivot: delivered partly by The Forks with City support, and partly through incentives provided by the Housing Accelerator Fund and the City. Construction of a tower with a major share of affordable housing is underway, to be held and operated by the Southern Chiefs Organization.
Create an office-to-residential conversion program through the City Planning, Property and Development Department. <i>[This commitment previously appeared under 'economic development' in the original platform]</i>	✓	Delivered, via pivot: HAF funding provided to CentreVenture to lead the initiative. Five commercial buildings (including one hotel) are now conversion targets, with City support.

2022 PLATFORM COMMITMENTS: BETTER CUSTOMER SERVICE

TARGET OR COMMITMENT	PROGRESS	NOTES
Create three cross-trained Neighbourhood Action Teams to expand and improve response times on curb repairs, pothole repairs, sign and tree issues, etc. with a target of 30 workers.	✓	Exceeded! Five teams are now in the field, but with 7 staff instead of 10 each, for a total of 35 new workers to flexibly support frontline maintenance tasks in our neighbourhoods.
Neighbourhood Actions Teams will report to the CAO to ensure they are flexible, responding to work requests from BIZs, local organizations and City Council members when possible.	✓	Pivot: the teams are housed in Public Works, but councillors and BIZs have been directly involved in flagging distinct local priorities for work in each sweep. Teams do sidewalk and transit stop clearing in winter.
Invest in 311 and support other measures (like chatbots) until quarterly call averages drop below 3 minutes.	✓	Delivered, with monthly call averages now 80% below the peaks set prior to Mayor Gillingham's election.
Review 311 for options to allow more direct calling to departments.		Review but no action on that specific remedy. Instead, City Council has prioritized service improvements to address call backlogs on dedicated Water & Waste lines.
Reorganize City Hall to group customer service units together.		There has been incremental progress toward the creation of a single by-law enforcement team, with full Council support.
Add at least six development case officers to improve customer service for business, and have them report to the new Customer Service Department rather than to PP&D to ensure independent reports.		Pivot: the Housing Accelerator Fund was used to support the creation of case officers – “concierges” - for residential development, reporting to the CAO. The program has been very successful and expansion to commercial development will be a priority for 2027-2030.
Managing City Services to objectives, with more focus on KPI and outputs.		KPI were adopted as part of Council's “SPAP” strategic plan. Significant progress has been seen in 311, residential approvals. WPS and WFPS leaders continue to set an example, but much more needs to be done to deliver on the spirit of this commitment.



The past four years have seen the **strongest period of new housing starts** in Winnipeg's history. In 2025, the City issued permits for more than 1,000 new residential units, which is an **all-time record**. And there is more affordable housing – including deeply affordable units – being built in Winnipeg than at any point in the past 50 years.

2022 PLATFORM COMMITMENTS: A STRONGER LOCAL ECONOMY

TARGET OR COMMITMENT	PROGRESS	NOTES
Lobby for a “Fair Deal for Growth.”		Proposals for growth revenue models were rejected by the Province.
Focus more of our economic pitch on Winnipeg’s strengths, rather than taking an “all-things-for-all-people” foregrounding economic diversity.	✓	The Mayor launched his “Sky Economy” campaign to promote the Aerospace, Aviation and Defence sectors as one sector in March, 2026.
Patio City (1): automatic approval of compliant temporary sidewalk restaurant patios; no (\$0) fee to register.	✓	Delivered. Winnipeg received praise for this policy from the Canadian Federation of Independent Business.
Focus on economic reconciliation; use a completed Naawi-Oodena services deal as a template for similar deals. [Commitment directly to FNs, external to the platform]	✓	First Nations and Métis funds are now major investors in City real estate, beyond urban reserve boundaries.
Patio City (2): develop standardized pre-approval kits for permanent patios.	✗	No action to date.
Review City policies through a systematic review by all standing policy committees to identify opportunities to improve the City’s role in welcoming, supporting and employing immigrants and refugees.	✗	The Mayor took action (for example, lobbying to extend work visas for Transit drivers). HR staff have improved hiring outreach. Still, much more work is needed to reach a standard of a systematic review.
Fairness for Local Business (1): deliver a short-term rental by-law that limits the creation of “ghost hotels.”	✓	Council enacted a by-law that was broadly consistent with the original commitment in 2023.
Fairness for Local Business (2); do more to harmonize taxi and vehicle-for-hire rules.	✓	Rules were updated in two cycles in consultation with both industries.
Fairness for Local Business (3) : reform procurement to allow for a “Local Economic Benefit” calculation to address competitive challenges for local businesses.	✗	Barriers owing to interprovincial and “Buy Canada” trade obligations. However, the Mayor and Council agreed to revisit this, and the new social procurement policy helps some local firms compete.
Launch a ‘Rivers and Alleys’ task force to make better use of Winnipeg’s river corridors and alley spaces as potential hubs for community activity or tourism.		No task force, but work on a National Urban Park plan. Mayor funded Rendez-Vous Rivyayr Seineto help it grow into a major festival. Staff tasked with IDing more river access points.

2022 PLATFORM COMMITMENTS: A GREENER WINNIPEG

TARGET OR COMMITMENT	PROGRESS	NOTES
Create a “green utility” to consolidate and manage green energy and retrofit projects.	✗	Efforts to deliver on this commitment stalled on slow progress of generation and retrofit efforts (below).
Use external funding to accelerate energy-efficient retrofits of City-owned buildings, reducing long-term cost and carbon footprints.	📈	City Hall has taken some action on this front by itemizing a list of investment-ready projects, and it funded a basket of smaller “quick win” energy savings and retrofit projects with its own capital in 2026. The next step is to seek expressions of interest for the remaining project list.
Set a realistic target for electrification of all non-specialized vehicles in the City’s fleet.	📈	Pivot: with cost and availability issues posing challenges in the electric vehicle market, the City has instead launching its hydrogen bus fleet and has moved some Public Works vehicles to hydrogen.
Deliver the generation of at least one megawatt of solar power.	✗	The City’s Innovation & Technology Department proposed installation of solar on City buildings internally, but with no success. Public Service reviews of this issue foreground ‘cheap Hydro prices’ in all business cases, without regard for emergency uses, carbon offsets or the Province’s medium-term energy shortage.
Trees Please: enhance planting and maintenance cycles.	✓	Delivered.
Trees Please: push to a 7-year pruning cycle.	✓	On track. Pruning cycle has already been cut in half, and services are fully funded.
Trees Please: policy target of 2:1 for tree replacement versus losses.	✓	The City has reached this replacement ratio at current funding levels.
Trees Please: implement best practices for reducing tree loss due to construction.	📈	The City has taken some action to improve practices on individual projects at Council direction, but overall policy is still in development.

2022 PLATFORM COMMITMENTS: FLEXIBLE SUPPORT FOR RECREATION

TARGET OR COMMITMENT	PROGRESS	NOTES
Support increased investment in neighbourhood infrastructure by individual councillors by fully funding the PREP program to 2026, paid for with a one-time .025% property tax increase.	✓	Delivered, but pivoted to launch a new, flexible and accountable “Communities Fund” to replace and augment PREP funding. Over \$3 million has been invested directly into neighbourhood events, community groups and local infrastructure projects via this innovative new fund, exceeding initial proposals.
Take steps to use TIF, development partnerships and other measures to accelerate or secure new funding for major recreation projects like the East of the Red RecPlex, the Southwest Aquatic Facility or a twin arena in the River Heights area.		The South Winnipeg Recreation Campus is now under construction, with the aquatic centre under design as Phase II; however, pairing housing with the East of the Red RecPlex will prove difficult as the current designated site is currently zoned for parkland, requiring a 2/3 vote to allow for alternative proposals. More work is needed to address approval issues after the next election of City Council.
Create alternative paths to help recruit long-term recreation workers, including lifeguards (to address the lifeguard shortage in 2022).	✓	The City Public Service pivoted off of this proposal shortly after the Mayor took office to create a subsidized training program for lifeguards similar to the platform policy, successfully addressing the lifeguard shortage.

2022 PLATFORM COMMITMENTS: DOWNTOWN

TARGET OR COMMITMENT	PROGRESS	NOTES
Cited elsewhere: ✓ Support construction of a residential tower on the empty Portage Place ‘apartment pad.’ ✓ Make budget support for DCSP made permanent ❖ Create a Rivers & Alleys Task Force ✓ Create a policy to support Office-to-Residential conversions	See above	With the passage of CentrePlan 2050, action on Portage Place and CentreVenture’s Office-to-Residential conversion support plan and various other Housing Accelerator initiatives, Winnipeg is seeing record levels of approvals and construction for housing downtown, be it in the Exchange District, The Forks Railside, or along the Portage Avenue corridor. Ongoing City staff work on a “festival campus” model in the Exchange District should pay dividends in easing festival and non-profit activation of key spaces and alleys in and around Old Market Square.
Begin to consult on and build a new vision to activate the Graham Transit mall to prepare for the departure of Transit buses from that corridor.		Day-to-day leadership on this challenge has been delegated to CentreVenture, in collaboration with the Downtown BIZ, the Planning Department and other key stakeholders. While some activation efforts have been launched to date, corridor businesses are still struggling to recover lost business from Transit operations, and further work will be needed into 2027 and beyond.
Restore 100% of Pre-Pandemic Arts Grant Funding via WAC		Achieved in 2024, supplemented by a new capital grant program for major downtown arts organizations.
Fully fund renewal of the Winnipeg Archives, while seeking funding from other governments and heritage funds to offset costs. (Commitment made in Fiscal Policy statements, and externally)		Delivered; repair and reconstruction of the building is underway and “one-third complete.”

2022 PLATFORM COMMITMENTS: GOVERNANCE AND “HOW WE GET IT DONE”

TARGET OR COMMITMENT	PROGRESS	NOTES
Keep Executive Policy Committee to six members including the Mayor, ending the “EPC+2” practice that effectively turned EPC into a Council majority.	✓	Delivered.
Require documentation of any EPC requests to change reports, and require that City Clerks be present to take minutes of EPC seminars with public servants.	✓	Delivered.
Lead all Councillors in a process to create a Strategic Plan with KPI to measure progress with the Public Service.	✓	Delivered. The strategic plan is now known at City Hall as “SPAP,” short for “Strategic Priorities Action Plan.”
Encourage Committee Chairs to prioritize report requests.	✓	Pivot: Strategic Priorities Action Plan priorities have been flagged in Public Service reports instead.
Use high-speed “Ten Day Task Forces” as an alternative to longer mayoral special commissions or study groups.	✗	Proposals to test this concept were considered internally, but conventional reports or other processes were used instead.
Committees and staff should have more flexibility to provide data-only updates or briefings, or use public hearings to gather information (versus considering reports)		Some committee chairs and staff have done this informally, but there is no change in policy or procedure to accelerate these steps to date.
Ask the Governance Committee to codify a “Councillor and Citizen Information Rights” by-law that would go beyond existing information access laws to ensure regular proactive releases of data, and to ensure equal access to information by city councillors. Penalties would be built into the by-law to penalize individual actions to withhold public information, with independent enforcement.	✗	No action.
Create a new policy unit for Council by redeploying two Mayor’s Office FTEs.	✓	Delivered by alternative means; at the request of councillors, councillor ward allowances were increased to improve direct staff recruitment instead.

2022 PLATFORM COMMITMENTS: FISCAL POLICY

TARGET OR COMMITMENT	PROGRESS	NOTES
Fund infrastructure with a one-time, dedicated (under provincial law, frontage levy revenues can only be used to improve the streets network or	✓	Delivered.
Limit frontage levy increases to \$1.50 in 2023.	✓	Delivered. (Details on the use of those funds are discussed above under “The Big Move,” and not repeated to avoid double-counting of commitments).
Limit property tax increases to 3.5% annually, with 2%+ funds dedicated to roads and streets infrastructure.	✗	This commitment was kept for 3 of 4 fiscal years, but Mayor Gillingham proposed a 5.95% increase in 2025 to add police patrol officers, safety officers and emergency personnel in response to rapid growth in the City’s population. Under the current tax structure mandated by provincial law, the City receives no growth revenue to compensate for population or GDP growth, aside from property taxes from new housing construction. The Mayor proposed the additional one-year tax increase “as a necessity” given population and crime pressures, but it will be regarded as an unfulfilled commitment by many voters regardless, so it is listed accordingly.
Save money by cutting light vehicles from the City’s Fleet Vehicles inventory.	📈	Substantial cuts and car/truck redeployments were delivered in the City’s light vehicle fleet after a review in the 2024 budget, alongside new policies to improve fleet management. However, savings have been offset by new demand for replacement or repair of specialized vehicles, including (for example) new fire vehicles to replace obsolete truck models.
Save money on the Mayor’s Office budget.	✓	Delivered.



After 20 years of debate and delay, **construction is now underway on the North End Water Pollution Control Centre**, with funding from all levels of government. Project 1 is nearly complete, the construction contract for Project 2 has been awarded, and the City has fully committed its funding for Project 3 and is finalizing funding agreements with the federal and provincial governments. Failure to complete the project would freeze economic growth in Winnipeg.

PART 2. PROGRESS ON MAJOR ISSUES OUTSIDE THE SCOPE OF THE 2022 PLATFORM

THE NORTH END WATER POLLUTION CONTROL CENTRE (NEWPCC)

In 2005, a Clean Environment Commission decision ordered the City of Winnipeg to add high-tech sewage treatment capacity to help clean Lake Winnipeg. For twenty years, progress on this project was delayed. Issues included a lack of available City funding, changing intergovernmental program requirements, efforts to pursue cheaper technology options, and a demand (later rescinded) that the City use a public-private partnership to build the plan before provincial funding would be available.

In Mayor Gillingham's first year, it became clear that prior delays in building this new capacity posed a dangerous threat to Winnipeg's economy. Without plant completion in the 2030s, the City was likely to run out of sewage processing capacity entirely, forcing a freeze in all new development. To avoid adding debt, prior plans by Water & Waste Department called for ratepayers to fund 100% of the costliest phase – Project III – in cash up-front, which would have triggered additional rate hikes far beyond current levels.

The Mayor led City Council to amortize the cost of this generational project with debt instead, reducing upward pressure on ratepayers. He also launched negotiations with Manitoba and Canada for 1/3rd -1/3rd funding of Project III. These discussions are ongoing.

LEADING THE MUNICIPAL PUSH FOR STRONGER NATIONAL BAIL POLICIES

Senior criminology and police advisors helped to build the Mayor's 2022 campaign commitment to target repeat and habitual offenders as a path to reduce crime. In 2025, police reports and other sources made it clear that this strategy was running into a problem: many habitual criminals were being re-arrested for new crimes, only to be released almost immediately on bail – which left them free to commit other offences.

To counter this, Scott Gillingham joined three other civic leaders – the Mayor of Brandon, the Mayor of Portage La Prairie, and the President of the Association of Manitoba Municipalities – to write to Canada's Minister of Justice. Mayor used “weekly repeat offender bulletins” to draw attention to real-world examples of convicted habitual offenders committing violent or traumatic crimes while on bail. Mayor was the only Canadian mayor invited to testify at both House of Commons and Senate committees on the issue in late 2025 and early 2026. When Canada's new *Bail and Sentencing Reform Act* was sent for Royal Assent, Justice Minister Sean Fraser credited Mayor Gillingham directly with “shaping” the new legislation.

APPROVING MORE HOUSING

In 2024, the Government of Canada insisted cities had to rezone neighbourhoods, set housing targets and reform their approvals processes before it would release funds to them under its new Housing Accelerator Fund (HAF). As Mayor, Scott was already committed to a major Malls/Corridors rezonings to encourage more infill midrise development. He responded to the Federal requests by persuading City Council to agree to the key federal conditions (with some City counter-conditions) in November 2024. Meanwhile, the City's vacancy rate began to decline as population growth accelerated.

Housing Accelerator Fund agreements secured almost \$130 million in federal funding so far for affordable housing, transitional housing and other housing-enabling projects, leveraging over a billion dollars in additional housing investments from private and public sector funders. Winnipeg is on-track to reach its HAF targets, unlike many other major Canadian cities, and our vacancy rate began to grow again in 2025; the CMHC credited "increased housing supply" as one key factor in the recovery.

OPENING THE PORTAGE & MAIN PEDESTRIAN CROSSING

Previous mayoral administrations deferred critical maintenance work over the Portage & Main Concourse and adjoining buildings. Early in 2023, Mayor Gillingham learned of the City public service's plan to complete this work, which proposed to tear up large parts of the intersection, disrupting car and bus traffic through Downtown for as long as five years.

To save money, to avoid disruption, and to put the Portage and Main debate behind the City, Mayor Gillingham led Council to approve a high-speed plan to reroute key utilities, tear up the intersection barricades and open the famous intersection to pedestrian crossings. It has been in place for a year with minimal safety issues.

REBUILDING THE CITY'S EMERGENCY RESERVE

The Covid-19 Pandemic triggered many financial challenges for Canadian cities: lower transit revenues, lower fee revenues, higher operating costs in some areas, and new program costs to help small businesses. Winnipeg was no exception – but our City received far less one-time aid from Ottawa or the Province to cover these costs relative to other major cities, largely due to a prior Premier's unwillingness to match Federal funding.

The result: when Mayor Gillingham took office, the City's "Financial Stabilization Reserve" was all but empty. A majority of Council resisted calls to spend available money on ward projects, instead voting to support proposals by the Mayor, EPC and the Public Service to put money aside, including funds recovered from the Caspian Police HQ lawsuit.

As a result, the Reserve is now over \$40m, roughly halfway back to recommended levels.

CUTTING THE WATER & WASTE DIVIDEND RATE

For all but two years of the last twenty-five, City leaders have used water and wastewater revenues to support the tax-supported budget. In the 2026 budget, the Mayor and EPC cut the “dividend” rate that triggers these transfers from 12% to 10.5% to keep rate increases for NEWPCC financing from increasing the City’s dependency on this controversial revenue stream. The Mayor and Executive Policy Committee have also proposed a freeze in wastewater rates for 2027 at 2026 levels, pending confirmation of federal and provincial funding for NEWPCC.

MAJOR SPORTING EVENTS, WINNIPEG 150 AND CITY BEAUTIFICATION

The City supported the successful 2025 Grey Cup, and a recent investment of \$600,000 in the Ralph Cantafio Soccer Complex helped Winnipeg secure an expansion team in the Northern Super League – Winnipeg’s first women’s professional sports team.

In the absence of any plan to do so, the Mayor led City Council to push for commemoration of the 150th Anniversary of the creation of the City of Winnipeg. Events included a Winnipeg 150 Mayor’s Ball that raised over \$80,000 for local arts organizations.

Under the Mayor’s leadership, City Hall also supported Investments in downtown parks and green spaces, including the redevelopment of Air Canada Window Park, revitalized Kevin Walters Plaza (formerly Odeon Park) directly outside the Burton Cummings Theatre, and Stephen Juba Park Fitness Trail on Waterfront Drive.

The Mayor personally pushed for the launch of new new lockable garbage and recycling bins in strategic locations in the downtown to keep streets and sidewalks clean, and expanded services to clean debris at existing or decommissioned encampments has cleared thousands of pounds of waste from City parks and facilities.