Winnipeg

2020-2023 Multi-Year Budget

2021 Budget Update

2021 Preliminary Budget

Operating and Capital

Volume 2



Photo: Mike Peters, courtesy Tourism Winnipeg

City of Winnipeg
Preliminary Budget

Volume 2 for 2021 Budget

Winnipeg, Manitoba, Canada

The City of Winnipeg

Winnipeg, Manitoba

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For the Fiscal Year Beginning

January 1, 2020



Executive Director

Vision

To be a vibrant and healthy city which places its highest priority in quality of life for all its citizens.

Corporate Mission

Working together to achieve affordable, responsive and innovative public service.



City of Winnipeg Council



Mayor Brian Bowman



Matt Allard
ST. BONIFACE



Jeff Browaty
NORTH KILDONAN



Markus Chambers
ST. NORBERT - SEINE RIVER



Ross Eadie
MYNARSKI



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FORT ROUGE - EAST FORT GARRY



Vivian Santos
POINT DOUGLAS

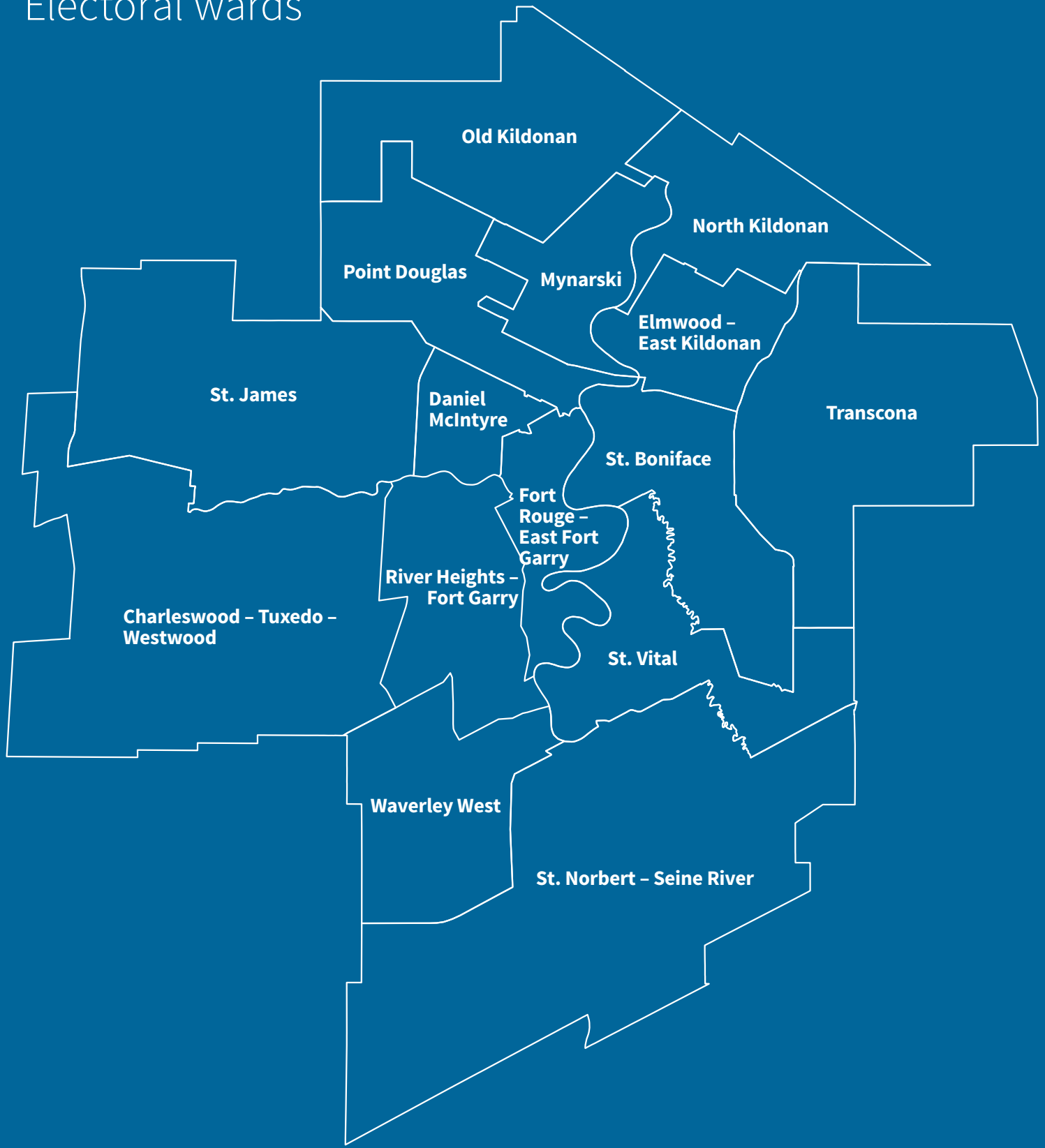


Jason Schreyer
ELMWOOD-EAST KILDONAN



Devi Sharma
OLD KILDONAN

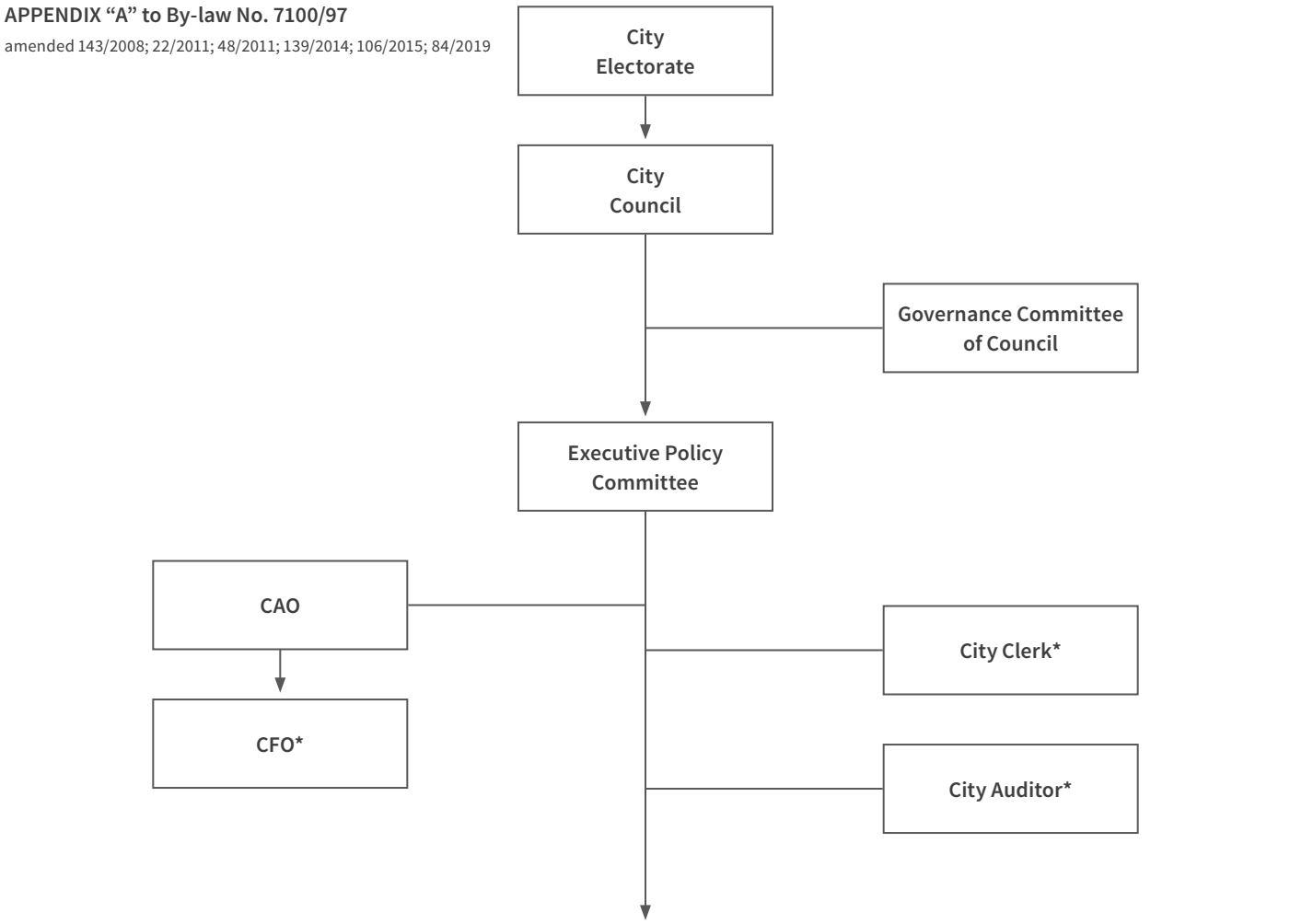
Electoral wards



City of Winnipeg Organization

APPENDIX "A" to By-law No. 7100/97

amended 143/2008; 22/2011; 48/2011; 139/2014; 106/2015; 84/2019



Standing Policy Committee on Finance

- Additional Appropriations

Standing Policy Committee on Infrastructure Renewal and Public Works

- Engineering Services
- Fleet Management
- Public Works Maintenance
- Traffic Control
- Transit
- Transportation Planning

Standing Policy Committee on Protection, Community Services and Parks

- Animal Control
- By-Law Enforcement
- Cultural Services
- Disaster Planning
- Fire and Paramedic Services
- Harbour Master
- Libraries
- Museums
- Parks Planning
- Parks and Open Spaces
- Public Health
- Recreation & Parks
- Programming and Services

Standing Policy Committee on Innovation and Economic Development

- Annual reports of SSUs
- Business plans of SSUs
- Feasibility studies re. SSUs
- Innovation, Transformation and Technology
- Economic Development
- Business Liason
- CentreVenture Development Corporation
- Economic Development Winnipeg

Standing Policy Committee on Property and Development, Heritage and Downtown Development

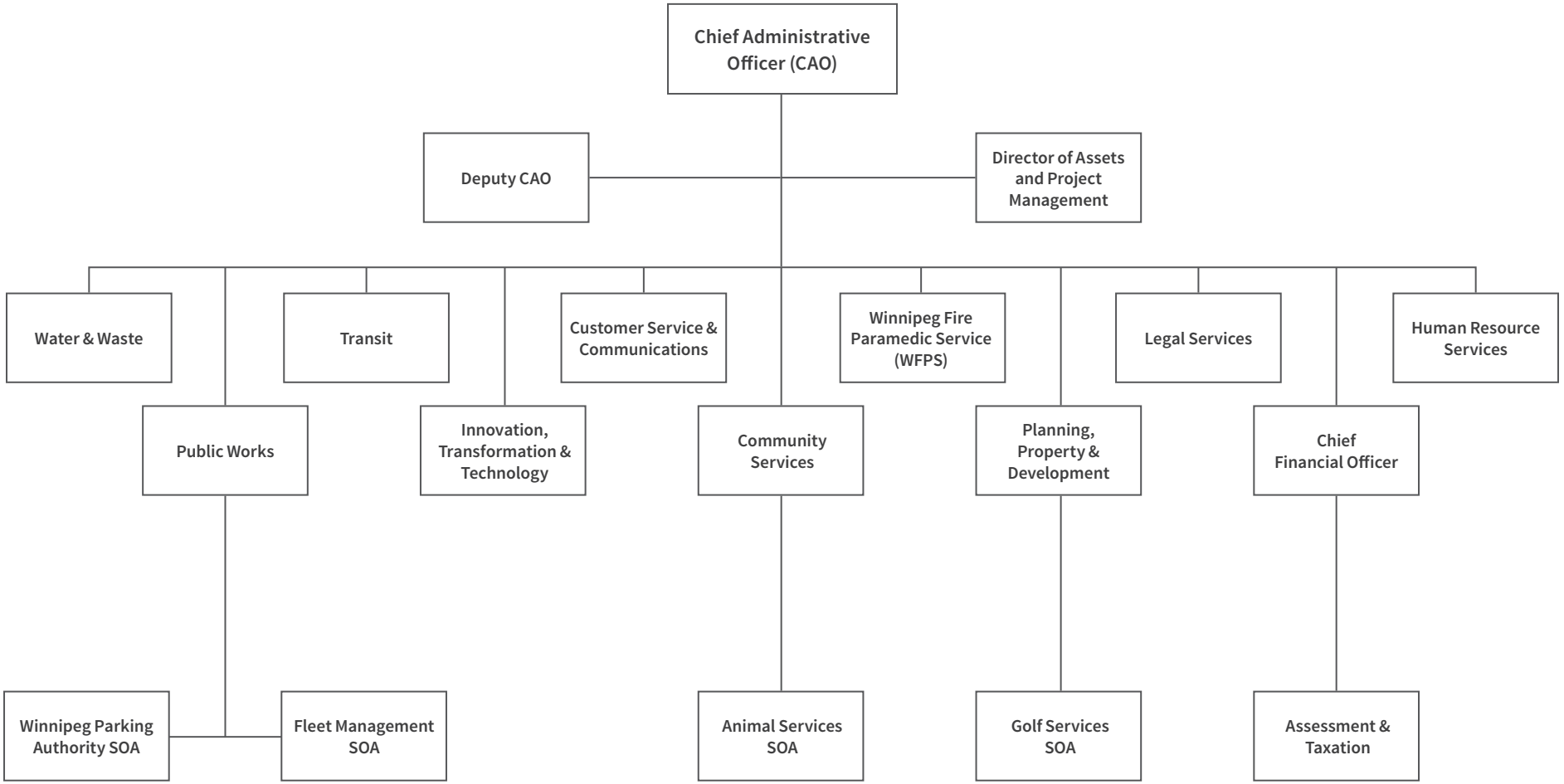
- Asset Management
- Acquisition of Buildings
- Building Inspections
- Civic Buildings
- Development Control
- Downtown Development
- Facility Maintenance
- Heritage Matters
- Housing Policy
- Land Acquisition
- Land Development
- Planning & Land Use
- Transportation Planning
- Vacant and Derelict Buildings

Standing Policy Committee on Water and Waste, Riverbank Management and the Environment

- Engineering Services
- Environmental Matters
- Riverbank Management
- Solid Waste
- Water, Wastewater and Land Drainage Services

**** CFO, City Auditor and City Clerk have statutory reporting relationships to City Council***

City of Winnipeg Public Service



Notes:

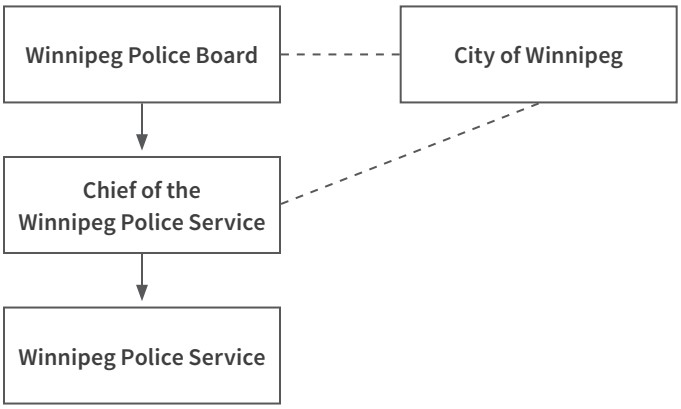
1. Museums is managed by City Clerks.
2. Street Lighting is included in Public Works.
3. Office of Policy and Strategic Initiatives supports the Executive Policy Committee.
4. Mayor's Office and Council are reflected in the organizational chart consistent with By-law 7100/97.
5. Police Service is noted on the next page.
6. Corporate Finance reports to the Chief Financial Officer.

City Clerk

City Auditor

Do not have a reporting relationship to the Chief Administrative Officer

City of Winnipeg Police Service



Notes:

1. The purpose of a police board is to provide:
   (a) civilian governance respecting the enforcement of law, the maintenance of the public peace and the prevention of crime in the municipality; and
   (b) the administrative direction and organization required to provide an adequate and effective police service in the municipality.
   It receives its authority from the Police Services Act – Manitoba and a City of Winnipeg by-law (148/2012).
2. Both the Winnipeg Police Board (Board) and the Chief of Police have working relationships with the City of Winnipeg in respect of administrative matters such as financial, human resource and asset management.
3. The Board provides an annual report as information to the Standing Policy Committee on Protection, Community Services and Parks; and quarterly financial reports to the Standing Policy Committee on Finance.

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LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE ON PRELIMINARY 2021 BALANCED BUDGET UPDATE

Introduction

We are pleased to table the Preliminary 2021 Balanced Budget Update to the 2020-2023 multi-year balanced budget.

On March 20, 2020, Winnipeg City Council adopted a historic four-year balanced budget for 2020-2023. Shortly thereafter, we faced the onset of the COVID-19 pandemic. Schools, local businesses, and many City facilities were immediately closed as a result of Provincial public health orders to halt the spread of the virus. While there was a brief reprieve over the summer months, and an opportunity to open many of our City services up to the public again, a second wave of COVID-19 resulted in the closure of many of these facilities and changes to our services for a second time.

The COVID-19 pandemic continues to take a toll on many aspects of our lives. Immediately after the onset of the pandemic, Winnipeg City Council adopted a COVID-19 Crisis Cash Flow Management Plan to address the negative financial impacts of the pandemic, with the multi-year balanced budgets being the foundation of this plan. We continue to monitor and refine this plan, while simultaneously focusing on the future by presenting the Preliminary 2021 Balanced Budget Update today.

Last year's multi-year budget was open to an unprecedented level of public feedback throughout the entire process that took several months. This year's Preliminary 2021 Balanced Budget Update reflects feedback we received this year including data collected through the annual citizen satisfaction survey, and information collected during a recent online survey seeking feedback from residents on how the COVID-19 pandemic has changed their views on the City's budget priorities.

The Preliminary 2021 Balanced Budget Update also reflects feedback received by the Chair of Finance from every member of Council. Today's tabling of the Preliminary 2021 Balanced Budget Update continues the open and transparent budget review process.

The Preliminary 2021 Balanced Budget Update presents a balanced budget for 2021 and five-year capital forecast which is required under *The City of Winnipeg Charter*. The Preliminary 2021 Balanced Budget Update also presents balanced budgets for the next 2 years, while continuing to implement the measures approved by Council last year within the multi-year balanced budgets. We continue to balance the budgets despite the economic uncertainty associated with the pandemic, frozen operating funding support from the

Province of Manitoba, and capping annual property tax increases at 2.33 percent, which are dedicated to capital investment in road renewal and the Southwest Rapid Transitway.

Operating Revenues, Expenses and the Financial Stabilization Reserve

At the start of the Preliminary 2021 Balanced Budget Update, we were facing a shortfall of $56 million in transit and tax supported departments related to the COVID-19 pandemic, which has since been reduced to $55.4 million. This recent projection assumes that the impact of the pandemic on the City's finances will be limited to 2021. Should the impacts of the COVID-19 pandemic continue beyond 2021, the financial impact to the City may be considered in future budget updates. The shortfall of $55.4 million for 2021 includes:

- $14 million in the tax-supported budget mostly from lower projected permit revenue, lower facility use, and increased costs for personal protective equipment and sanitizing supplies, and;
- $41.4 million from Winnipeg Transit, primarily from lower projected ridership levels.

The Preliminary 2021 Balanced Budget Update will partially offset the pandemic related operating shortfall in transit of $41.4 million with $12.9 million of savings within Transit. These savings include:

- maintaining the six percent reduction in bus operating hours throughout 2021, which was done in response to the cancellation of in person classes at post-secondary institutions;
- reducing the number of bus purchases from 30 to 25;
- deferring other capital purchases, and;
- replacing cash to capital with debt.

This results in a net Transit shortfall of $28.5 million that must be supported by Winnipeg property taxpayers in 2021, barring a decision by the Province of Manitoba to match the federal Safe Restart funding for public transit, as other provinces have done.

In a further effort to re-imagine efficient service delivery, Winnipeg Transit will collaborate with the Innovation, Transformation & Technology Department on a targeted pilot to quickly assess the savings opportunities with On-Request Transit service as contemplated in the Draft Winnipeg Transit Master Plan (WTMP). With close to half of the City's total 2021 operating budget pressures associated with Winnipeg Transit, any opportunities to maintain service and improve efficiency must be prioritized. On-Request service has been proposed as an area of focus in the WTMP, and while a final version of the WTMP is forthcoming for Council approval in 2021, the potential benefit from the technology is too great to delay this pilot which will include an immediate $140,000 technology investment in the Dart Service and a report back in 2021.

There are also $10.4 million of other unbudgeted costs over the next three years directly related to the provincial government's decision to reverse its announced PST reduction, additional costs for provincially mandated paramedic licensing requirements, and an additional investment in trees to address the significant damage to Winnipeg's tree canopy from the October 2019 storm. There is also a further $30.7

million shortfall in the multi-year budgets related to an arbitrator's decision to reverse Council approved changes to the police pension plan.

In summary, the total tax-supported budget shortfall to be addressed in the Preliminary 2021 Balanced Budget Update is $83.6 million over the next three years.

· Net Transit Shortfall due to COVID-19	$28.5 million
· Other costs due to COVID-19	$14.0 million
· Additional Costs	$10.4 million
· Police Pension Plan Shortfall	$30.7 million
	$83.6 million

The Preliminary 2021 Balanced Budget Update includes the following measures to fully offset the $83.6 million budget shortfall noted above, and keep the 2021-2023 tax-supported budgets in balance:

· Leverage provincial capital commitment to invest in city capital projects	$30 million
· Replace cash to capital with external debt	$10 million
· Savings from a recently negotiated Collective Agreement with WAPSO	$12 million
· Adjustment to the estimated amounts for future labor settlements	$16.3 million
· Projected savings in the Police Budget to be determined by the Winnipeg Police Service.	$15.3 million
	$83.6 million

The Preliminary 2021 Balanced Budget Update continues to cap property tax increases at 2.33 percent per year for the next three years with the entire increase dedicated to Winnipeg's infrastructure requirements. This means the average homeowner will pay an additional $42.34 in property taxes in 2021. Winnipeg will continue to have among the lowest property taxes in Canada.

The Preliminary 2021 Balanced Budget Update proposes a significant increase to the Small Business Tax Credit threshold from the current level of $35,700 to $44,200, which will result in almost 1,000 more Winnipeg businesses saving an average of $1,926.12 by becoming fully exempt from paying this tax in 2021. It will also result in almost 55 percent of all Winnipeg businesses being fully exempt from paying the business tax. The current business tax rate will remain frozen at 4.84 percent and business tax revenue will remain the same in 2021 as in 2020.

The Preliminary 2021 Balanced Budget update includes Winnipeg's funding allocation under the federal government's Safe Restart Agreement. Winnipeg will receive approximately $74.5 million under this Agreement including $42.2 million for COVID-19 operating costs and $32.3 million for public transit. All of the public transit funding will be used to offset the transit operating losses in 2020 as a result of reduced ridership from the COVID-19 pandemic.

Approximately $31.3 million of the federal funds available through the Safe Restart Agreement will be used to balance the tax-supported operating budget in 2020 by reversing some of the cash flow levers contained within the Council approved COVID-19 Crisis Cash Flow Management strategy, and replace lost parking revenue as a result of the pandemic. These measures will reset the Financial Stabilization Reserve (FSR) to protect the City in 2021 from the negative financial implications of the pandemic. A further $7.6 million of funds from the federal Safe Restart Agreement will be used to support measures to ease the burden of the pandemic on residents and business in 2021, with the remaining $3.3 million supporting a COVID-19 economic restart plan.

The FSR will continue to serve as the City's financial backstop to address the financial uncertainty associated with the COVID-19 pandemic. Council has mandated that the FSR contain at least six percent tax supported expenditures. It is expected that the balance in the FSR will meet and exceed this minimum level for the next three years which will give the City the financial flexibility to respond to uncertainties associated with the COVID-19 pandemic.

Overall, the tax-supported operating budget increases by an average of 2.1 percent annually over 2020 to 2023, consistent with the growth rate projected for these years in the multi-year budgets (2.6 percent).

Addressing the Challenges of the COVID-19 Pandemic

The Preliminary 2021 Balanced Budget Update addresses the challenges of the COVID-19 pandemic with investments in three main areas:

1. **Keeping People Safe –approximately $4.0 million investment from General City Revenues including:**

   - Purchase of Personal Protective Equipment for our front-line workers as well as additional cleaning, sanitizing, and related supplies in Transit, Community Services, Police, and other departments to help keep employees and users of city facilities safe.

2. **Easing the economic, social, and emotional burden of the COVID-19 Pandemic - $7.6 million investment from the federal Safe Restart Agreement funds including:**

   - $3.8 million to renew the property and business tax deferral program in 2021;

   - $3.0 million to support a grant program for small businesses and not-for-profits that are required by the Provincial Government to temporarily cease operations or close their physical locations to the public as a result of the pandemic;

   - $600,000 to provide grants to community organizations to support initiatives for our residents to connect with one another in ways permitted under Provincial public health orders, and;

   - $250,000 to support counselling and other supports for our Paramedics and Firefighters to help cope with the trauma and emotional stress of the pandemic.

3. **Restarting our Economy - $3.3 million investment from the federal restart funds including:**

   - $2.0 million to provide grants to developers of affordable housing.

   - These funds, together with other measures such as tax increment financing (subject to Council approval) will leverage funds from the Canada Mortgage and Housing Corporation to support construction of affordable housing in Winnipeg;

   - $750,000 to support additional planning staff with a focus on growing the assessment base by supporting residential volume permit increases, added focus on the pre-application process and reviewing existing and/or develop secondary plans to guide new development, and;

   - $500,000 to re-establish the Office of Economic Development within the Office of the CAO, to support local businesses doing business with City Hall during and after the economic recovery. This office will work with external stakeholders and will complement the work of Economic Development Winnipeg to support major new economic development opportunities and will help prioritize infrastructure investments that support economic growth.

Recreation and Library Investment Plan

The Preliminary 2021 Balanced Budget Update includes a historic 3-year $50 million recreation and library investment strategy funded from the annual provincial capital grants of $75 million for Winnipeg that have been confirmed by the Province of Manitoba for each of the next three years.

The Recreation and Library Investment Plan includes important investments in new and existing facilities across the City. A major focus of this strategy is making recreation investments in high need areas of the City which was also a critical recommendation of the Illicit Drug Task Force Report. Major investments in this strategy (which are included in an administrative report that is still subject to Council approval) include:

- $15.0 million for critical building renewal and repairs at indoor pools across the City including Pan Am, Cindy Klassen, Seven Oaks, and St. James Assiniboia Centennial Pool;
- $5.9 million to redevelop the Old Ex arena and adjacent site improvements;
- $5.5 million for upgrades to the Millennium, St. James, and Westwood libraries, and;
- $1.8 million for the renewal of Turtle Island Neighborhood Centre.

Six-year Capital Investment Plan

The Preliminary 2021 Balanced Budget Update proposes a six-year $2.3 billion capital investment plan to renew existing city assets and build new assets that will be required as our city grows toward one million people. This year's six-year investment plan is roughly equal to the level of investment of last year's six-year capital investment plan.

Investments in capital infrastructure are critical to support a modern growing city. They are also one of the most important tools available for government to support businesses and jobs for local residents in times of economic uncertainty.

We estimate that the proposed six-year $2.3 billion capital investment plan will boost GDP by over $1 billion in Manitoba and across Canada, create over 10,000 person years of employment while generating incremental tax revenue to the provincial government of $111 million and $139.2 million to the federal government. Highlights of this investment plan include:

- $864.1 million for road renewals, including a record $152.2 million investment in 2021;
- $131.8 million for transit bus purchases;
- $180 million to continue the City's investment in the Combined Sewer Overflow mitigation program;
- $39.0 million for a Water Meter Renewal Program;
- $60.0 million for a new Southwest sewer Interceptor;

- $32.1 million investment in the renewal and replacement of infrastructure at Assiniboine Park, and;

- $29.2 million investment in the protection and enhancement of our tree canopy.

The six-year capital program will be primarily financed through federal and provincial capital grants of $525.4 million, cash to capital of $79.5 million, revenue from frontage levies of $60 million and external debt of $210.2 million. The external debt of $210.2 million for the new capital investment over the next six years is a decrease of $18.5 million from the six-year forecast last year of $228.7 million; still within the City's self-imposed debt limits.

Conclusion

Over the next 25 years, Winnipeg's population is expected to grow at a strong and steady pace as we move toward a city of 1 million people. Although the pandemic continues to impact our everyday lives, it remains critical that we remain focused on the future by investing in the services and infrastructure now that we know we will need to support this level of growth in the future.

We believe that the Preliminary 2021 Balanced Budget Update to the multi-year budgets together with our COVID-19 Crisis Cash Flow Management Plan for 2020 strike the right balance to manage our way through the uncertain financial waters of the pandemic while simultaneously presenting a sustainable fiscal blueprint to support a growing City.

Recently, our efforts have been recognized by S&P Global which affirmed Winnipeg's AA credit rating citing the City's stable and diverse economy, strong financial management as well as the recent cost containment efforts to limit the net impact of the COVID-19 pandemic on the City's budgetary performance. This follows Moody's affirmation of Winnipeg's Aa2 stable credit rating earlier this summer.

We must remain focused on ensuring we are providing maximum value for taxpayers by continuing to scrutinize all of our expenditures, and continuing to innovate. We must also continue to work with our federal and provincial partners to maximize Winnipeg's share of infrastructure funding for investments that will support our growing city. And, we must also continue to work with our provincial government to ensure that the City of Winnipeg has a fair say in how provincial infrastructure grants are invested.

We now invite all residents and members of Council to continue the discussion to finalize the Preliminary 2021 Balanced Budget Update to the 2020-2023 multi-year balanced budgets.

Brian Bowman
MAYOR

Scott Gillingham
CHAIR, Standing Policy Committee on Finance

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Operating Budget Recommendations

1. That the following recommendations with respect to the 2021 Preliminary Operating Budget be approved by Council:

A. i. That the 2021 Preliminary Operating Budget (page 2-1), including the budget for reserves (Appendix 3), be reviewed and approved by Council; and

ii. That the 2022 through 2023 projections set out on page 2-2 of the Preliminary Budget be reviewed and approved by Council.

B. That the City's mill rate be increased from 12.861 to 13.161 for 2021, for the purpose of raising revenue as required for the annual operating budget.

Note: This mill rate of 13.161 in 2021 includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks; a 1% property tax increase dedicated to the renewal of regional streets and sidewalks, and bridges and; a 0.33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project, for a total property tax increase of 2.33%. Property taxes are projected to increase by 2.33% in each of 2022 and 2023, an increase currently projected to be dedicated to capital programs.

C. i. That the City's business tax rate remain at 4.84% in 2021; and

ii. That Council enact the attached Small Business Tax Credit By-law under subsection 219(2) of the City of Winnipeg Charter, which will provide a tax credit in the amount of all municipal business taxes owed for businesses with an annual rental value of $44,200 or less in 2021 ($35,700 in 2020).

Note: The business tax rate is to be determined in 2022 to 2023 to maintain current budgeted revenue. The Small Business Tax Credit (SBTC) will be recalculated in 2022 and 2023.

D. In order to balance the remaining years of the multi-year operating budget approved by Council on March 20, 2020 (2021 preliminary budget and 2022 to 2023 projected budgets), that Council approve the following transfers between Financial Stabilization Reserve Fund and the General Revenue Fund as noted below.

In millions of $	2021	2022	2023	3-year Total
Transfer (to) / from Financial Stabilization Reserve Fund	$20.2	($11.2)	($0.5)	$8.5

E. That Council approve the allocation of the Federal Safe Restart Agreement funding (operating) of $42.223 million in 2020, in order to mitigate the ongoing negative impact of the COVID-19 pandemic to the City's finances as follows:

i. Reverse the following decisions approved by Council on June 26, 2020 (Item 7 of the Report of Executive Policy Committee dated June 18, 2020 - "Addressing the Financial Challenges of COVID-19" – Additional Proposed Actions out of the COVID-19 Crisis Cash Flow Management Plan) including repealing Borrowing By-law No. 63/2020:
   a. Replace the cash to capital funding for 28 capital projects as detailed in Appendix 2 of the June 26, 2020 Report, with external borrowing of $15.607 million for tax supported departments (operating) and $2.805 million for Transit Department (transit);
   b. Include debt and finance charges in 2021 and future years resulting from the external borrowing of $18.412 million; and
   c. Approve transfer in 2020 from the Land Operating Reserve to the General Revenue Fund to a maximum of $8 million.

ii. Transfer $7.735 million to Winnipeg Parking Authority SOA to mitigate the revenue losses incurred in 2020; and

iii. Allocate $8.881 million for a COVID-19 Economic Recovery and Community Support Program (as specified in Recommendation 1.G.i.) and $2 million for an investment in Affordable Housing (as specified in recommendation 1.G.ii).

F. That Council approve the allocation of the entire Federal Safe Restart funding (transit) of $32.274 million in 2020 to Winnipeg Transit.

G. That Council approve the following transfers in 2020 from the General Revenue Fund:

i. $8.881 million to the General Purpose Reserve Fund for a COVID-19 Economic Recovery and Community Support Program as noted in recommendation 1.E.iii. The goals of the COVID-19 Economic Recovery and Community Support Program are to stimulate the City's economy, revitalize the community and grow the assessment base. Initiatives included in the 2021 budget and 2022 to 2023 projections:
   a. Re-establishment of an Economic Development Office as a direct report of the Chief Administrative Officer for a total of $500,000;

b. Improvements to the planning, development and permitting processes for additional full-time equivalents (FTEs) and technological investments for a total of $750,000;
c. Compensate for City revenue shortfall for re-introduction of property and business tax penalty waivers (as specified in Recommendation 1.H.) estimated at $3.781 million in 2021;
d. Funding of $600,000 for Winnipeg Wellness Support grant program (Winnipeg Wellness Fund) to address physical, mental, spiritual and emotional distress due to COVID-19 pandemic (as specified in Recommendation 1.I.);
e. Funding of $3 million for Winnipeg COVID-19 Economic Support Grant Program to assist small businesses and not-for-profit organizations that have suffered a revenue decline due to the pandemic (as specified in Recommendation 1.J.).
f. Funding of $250,000 for mental health support for front line workers in ambulance and fire emergency services.

ii. $2 million to the Housing Investment Rehabilitation Reserve to retain a portion of the Federal Safe Restart funding (operating) for the City's Affordable Housing Strategy.

H. i That Council enact amendments to the Tax Penalty By-law No. 5796/91, that will be in effect for taxes imposed in 2021 to:
a. waive penalties on 2021 property and business taxes that remain unpaid for up to three months following the due date for these taxes; and
b. eliminate the penalty of 7.5% on unpaid taxes imposed for the month of August (for business taxes) and September (for real and personal property taxes);

ii. That Council direct the Public Service to communicate clearly that the intent of recommendation 1.H. is to help those who are in financial need during this unprecedented event, and that this is not intended to waive requirements for residents to continue to pay for City services.

I. i. That Council approve a $40,000 one-time ward allocation to each Councillor from the Federal Safe Restart funding (operating) for Winnipeg's Wellness Support grant program (Winnipeg Wellness Fund) to address physical, mental, emotional and spiritual distress caused by the pandemic (for a total of $600,000). Each Councillor has discretion over the individual amounts and recipients paid, subject to the following parameters:
a. Funding must be used to help address the negative impacts on Winnipeg residents associated with the COVID-19 pandemic including mental, physical, spiritual and emotional

well-being, and may be used for supplies/equipment for community groups for that purpose;

b. Program application deadline is February 28, 2021. Expenses must be incurred on or before April 30, 2021. No amounts will be permitted to carry over to a future date; and

c. Grant recipients (group or organizations) under this program must: agree to the terms and conditions of the funding, provide an application form outlining the project, costs and partners, provide a listing of deliverables and submit a reporting of spending to the Councillor on or before June 30, 2021. Any unused funds must also be returned to the General Revenue Fund by June 30, 2021.

ii. That Council direct Public Service to report back on Winnipeg's Wellness Support program (Winnipeg Wellness Fund) with details including recipient/supplier, amount and a description of the expense incurred to Standing Policy Committee on Finance on or before December 31, 2021.

J. i. That Council approve Winnipeg COVID-19 Economic Support Grant Program, to assist small businesses and not-for-profit organizations that have suffered due to the pandemic, subject to the following parameters:

a. Funding to be provided to organizations that are forced to prohibit access by the public to their premises by Manitoba COVID-19 public health orders in effect November 12, 2020 or thereafter;

b. Businesses and not-for-profit organizations applying for funding must have fewer than 100 employees;

c. Grant funding available is $1,500 per eligible organization;

d. Program application deadline for the first intake is February 28, 2021. Applications will be prioritized on a first come first serve basis until the $3 million funding is fully expended. If funds remain, a second intake of applications will be accepted with an application deadline of April 30, 2021;

e. Grant recipients under this program must: agree to the terms and conditions of the funding: provide an application form outlining the specific costs covered by the funding; and provide consent on how the grant is utilized in a final report to Council; and

f. The following do not qualify for this program: related organizations of the Government of Canada, Government of Manitoba, City of Winnipeg; businesses or other organizations with 100 or more employees; and businesses or organizations that do not have to cease their operations or close their publicly accessible physical locations under the COVID-19 public health orders in effect November 12, 2020 or thereafter.

ii. That Council direct the Public Service to communicate clearly that the intent of recommendation 1.J. is to help those organizations who are in financial need during this unprecedented event.

iii. That Council direct Public Service to report back on Winnipeg COVID-19 Economic Support grant program with details including recipients, amounts and a description of how the grant is utilized to the appropriate committee of Council on or before December 31, 2021.

K. That Council approve:

i. A testing fee of $70 per applicant for applications to join the Winnipeg Police Service (a service formerly provided by University of Manitoba); and

ii. levies and transfers between funds outlined in the 2021 Operating Budget (Appendix 4 Transfers from/to the General Revenue Fund and other Reserve funds).

L. That Council approve a 6% reduction in conventional bus service from regular service levels for 2021 in response to the COVID-19 pandemic and that the operating budget for Transit be reduced accordingly.

M. That Council approve 2021 grant and grant delegations as reported in the 2020 Budget (Volume 2 Appendix 2 Listing of Grants / Payments), subject to the changes set out in the 2021 Budget (Listing of Grants / Payments Appendix 2).

N. That Council enact amendments to the Tax Certificate Fees By-law 53/2015 to increase the following fees to the following amounts:

i. For the making and mailing of a paper tax certificate to $59.00.

ii. For the electronic making out and mailing of a tax certificate requested electronically to $43.00

O. That Council amend each of the Special Operating Agencies' Charters - to direct Animal Services, Golf Services, Fleet Management Services and Parking Authority to include an annual budget for vacancy management, as is the practice for other City departments, to be transferred to the tax supported fund and to direct the Chief Administrative Officer to manage these in the same manner as is done with departments of the City.

P. That $1,645,310 in prior years' tax supported cash to capital surplus generated due to capital projects coming under budget (identified in Appendix 5A), be utilized to reduce the transfer to the General Capital Fund in the 2021 tax supported operating budget.

Q. That, on a one-time basis, $1.2 million be transferred from the Land Operating Reserve (unallocated equity) to the Heritage Investment Reserve to eliminate the accumulated unallocated equity deficit in the latter fund.

R. That Council reiterate its prior direction to the Public Service to continue to pursue a new agreement with Shared Health Services for the provision of Emergency Medical Services by the City that reflects full cost recovery, including, but not limited to, the leasing costs for any new fire paramedic stations.

S. That the terms and conditions of the General Purpose Reserve be amended to allow as a funding source any budget allocation approved by Council including external or internal funding sources.

T. That the Multi-Year Budget Policy be amended by repealing subsection 3.4 to remove the obligation for Council to approve budget projections for years beyond the four-year budget cycle.

U. That Council direct the City Solicitor/ Director of Legal Services to submit the necessary by-laws and policy amendments to implement the above recommendations directly to Council by way of a communication through the Office of the City Clerk.

Capital Budget Recommendations

2. That the following recommendations with respect to the 2021 Preliminary Capital Budget and 2022 to 2026 Five-Year Capital Forecast be approved by Council:

A. i. That the 2021 Preliminary Capital Budget as set out on page 2-4, totaling $386.429 million be reviewed and approved by Council.

ii. That Council approve new capital borrowing authority as follows:

a. $23.239 million external borrowing for 2021 tax-supported operations, including Transit and Municipal Accommodations; and

b. $1.500 million external borrowing for 2021 tax-supported internal financing.

Note: A separate borrowing authority in the amount of $10 million for the Winnipeg Fleet Management Agency SOA is being put forward for Council consideration and approval as part of the SOA's 2021 to 2023 Business Plan report.

iii. That the 2022 to 2026 Five-Year Capital Forecast as set out on page 2-4 be reviewed and approved by Council.

B. That Council approve the following cash to capital contribution:

Year	$ Millions
2021	5.688 (budget)
2022	10.591 (forecast)
2023	2.567 (forecast)
2024	20.000 (forecast)
2025	20.000 (forecast)
2026	20.620 (forecast)

C. That Council approve all other transfers from prior years' surplus or authorizations, to/from reserves and other funds outlined in the 2021 Capital Budget (identified in Appendix 6).

D. That Council authorize expenditures on the following projects, as set out in Attachment 1 to the Budget Recommendations, in 2021 or prior to the adoption of the 2022 capital budget as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of the City of Winnipeg Charter and the Expenditures before Budget Adoption By-law, to facilitate timely work on the projects:

i. Up to $70.500 million for various Accelerated Regional Street Renewal projects;

ii. Various regional street projects as set out below:
a. Up to $2.850 million for the Redwood Avenue – Main Street to Salter Avenue;
b. Up to $5.900 million for the University Crescent - Pembina Highway to Chancellor Matheson Boulevard; and
c. Up to $1.400 million for the River Avenue – Osborne Street to Wellington Crescent / Wellington Crescent – River Avenue to Stradbrook Street;

iii. Up to $7.500 million in Local Street Renewal projects to facilitate delivery of industrial streets, residential streets, alleys, and sidewalk renewals;

iv. Up to $1.453 million for the Police Service - Communication Sites Upgrade – Media Logger project to coordinate the logger service date with Next Generation 911 delivery; and

v. Up to $0.602 million for the Police Service - Flight Operations Overhaul project.

E. That Council approve the following transfers from Land Operating Reserve in 2021:

i. to the General Capital Fund of $3.611 million; and
ii. to the General Revenue Fund of $0.235 million

to the extent that the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full transfers cannot be made, any shortfall will be addressed during 2021.

F. That Council direct Public Service to report within 180 days to the Standing Policy Committee on Finance on the determination methods, budget assumptions and other relevant information in calculating the annual inflationary (deflationary) rate including construction inflation, and its impact on the operating and capital budgets.

G. That Council's policy regarding funding of Public-Private Partnerships be amended as follows (amendment underlined): *That annual lease/service payments and debt servicing costs for tax supported public private partnerships be funded annually up to a maximum of 30% of the cash to capital contribution and the federal gas tax. If the funding of annual lease/service payments and debt servicing costs for tax supported public private partnerships exceeds 30% of cash to capital contribution and federal gas tax, no additional tax supported public private partnerships be entered into until funding of annual lease/service payments and debt servicing costs for tax supported public private partnerships is reduced to a level below 30% of cash to capital contribution and federal gas tax.*

H. That Council direct the City Solicitor/ Director of Legal Services to submit the necessary borrowing by-law directly to Council by way of a communication through the Office of the City Clerk.

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

F. That Council direct Public Service to report within 180 days to the Standing Policy Committee on Finance on the determination methods, budget assumptions and other relevant information in calculating the annual inflationary (deflationary) rate including construction inflation, and its impact on the operating and capital budgets.

G. That Council's policy regarding funding of Public-Private Partnerships be amended as follows (amendment underlined): *That annual lease/service payments and debt servicing costs for tax supported public private partnerships be funded annually up to a maximum of 30% of the cash to capital contribution and the federal gas tax. <u>If the funding of annual lease/service payments and debt servicing costs for tax supported public private partnerships exceeds 30% of cash to capital contribution and federal gas tax, no additional tax supported public private partnerships be entered into until funding of annual lease/service payments and debt servicing costs for tax supported public private partnerships is reduced to a level below 30% of cash to capital contribution and federal gas tax.</u>*

H. That Council direct the City Solicitor/ Director of Legal Services to submit the necessary borrowing by-law directly to Council by way of a communication through the Office of the City Clerk.

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

Summary of First Charges Against 2022 Capital Budget

Regional and Local Street Renewal Program

REGIONAL STREET RENEWAL PROGRAM **Authorization ($000's)**	**2022**
ACCELERATED REGIONAL STREET RENEWAL (NBCF APPLICATION):	
Regional Reconstruction & Major Rehabilitation Works:	
Downtown Streets:	7,400
Broadway - Osborne to Main Portage - Main to Memorial Donald - St Mary to Gertrude Fort NB - Graham to Broadway Hargrave NB - Portage to Ellice Hargrave NB - Broadway to York Smith NB - Notre Dame to Midtown Bridge Carlton St - Portage to Ellice	
Leila Ave - McPhillips to McGregor	6,200
Archibald Street:	4,900
Archibald St - St Catherine to Cottonwood Archibald St - Plinguet to Doucet	
Watt St. / Munroe Ave. / Johnson Ave. West:	4,900
Watt St - Chalmers to Munroe Munroe Ave - Raleigh to Henderson Johnson Ave W - Levis St to Henderson Hwy	
Stafford St. / Taylor Ave. / Corydon Ave.:	7,300
Stafford St - Corydon to Pembina Taylor Ave - Wilton to Pembina Corydon EB - Waterloo to Cambridge Corydon Ave - Cambridge to Stafford	
Erin St. / Wall St. / Sargent Ave.:	9,700
Erin St - Notre Dame to Wolever Wall St - St Matthews to Notre Dame Sargent Ave - Arlington to Erin	
Selkirk Ave - Arlington to McPhillips	3,580
Pembina Hwy - McGillivray to Chevrier	8,600

Attachment 1

REGIONAL STREET RENEWAL PROGRAM Authorization ($000's)	2022
Keewatin St NB - Inkster to Adsum	1,800
Pioneer Ave - Westbrook to Main	1,700
William Stephenson Way - Main to Westbrook	820
Stradbrook Ave - Wellington Cr to Osborne	800
Sturgeon Rd - Ness Ave to Hallonquist	1,900
Colony St./St. Mary Ave.: Colony St - Portage to St Mary St Mary Ave - Memorial to Portage	2,700
William Ave - Arlington St to McPhillips St	3,300
Jubilee Ave - Osborne to Pembina	4,900
Sub-total First Charges on Accelerated Regional Street Renewal Program	**70,500**
NON-ACCELERATED REGIONAL STREET RENEWAL:	
Regional Reconstruction & Major Rehabilitation Works:	
Redwood Av - Main St to Salter St	2,850
University Cr - Pembina to Chancellor Matheson	5,900
River Av - Osborne St to Wellington Cr / Wellington Cr - River Av to Stradbrook St	1,400
Sub-total First Charges on Non-accelerated Regional Street Renewal Program	**10,150**
Total First Charges on Accelerated and Non-accelerated Regional Street Renewal Program	**80,650**

LOCAL STREET RENEWAL PROGRAM Authorization ($000's)	2022
Local Street Renewals	7,500
Total First Charges on Local Street Renewal Program	**7,500**
TOTAL FIRST CHARGES ON REGIONAL & LOCAL STREET RENEWAL PROGRAM	**88,150**

Winnipeg Police Service	2022
Communication Sites Upgrade - Media Logger	1,453
Flight Operations Overhaul	602
TOTAL FIRST CHARGES ON WINNIPEG POLICE SERVICE CAPITAL PROGRAM	**2,055**

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Reader's Guide

This **Reader's Guide** is intended to provide the reader with a basic understanding of Volume 2 of the budget documents developed from the budgeting process, as well as briefly describe the document's content and layout. The budget documents have several purposes:

- As a **policy document**, they outline the financial policies that guide the development of the budget as well as articulate financial priorities and issues;
- As a **financial plan**, they provide, in dollar terms, the plans for the next several years;
- As an **operating guide**, the budget documents help City departments manage their day-to-day operations by providing important financial and policy information and by identifying the financial and staffing resources available to carry out their activities; and
- As a **communications device**, the documents give all readers a comprehensive look at the services provided by the City and the costs related to those services.

Volume 2 provides summary and detailed budget information on operations and updates from the multi-year budget (2021 to 2023); and summary information on capital projects including financing for the capital program, set out in the following sections:

The very front of the book includes the City of Winnipeg Council and Public Service organization charts, Letter from the Mayor and Chair of Standing Policy Committee on Finance, and the budget recommendations to be submitted for Council approval.

Section 1 - the Overview section provides key information about the operating and capital budgets.

- ❖ Reader's Guide
- ❖ 2021 Budget at a Glance identifies and summarizes the City budgets, including a listing of major funds on a consolidated basis.
- ❖ Basis of Budgeting provides the guidelines and key steps in developing the budget.
- ❖ Budget Presentation provides information about the public consultation process, budget context and highlights, how the operating and capital dollars are to be spent and future budget challenges.

Section 2 - Service Based Budget

- ❖ The Financial Summary section has three categories:
  - o Operating Budget provides a listing of all City services and the Standing Policy Committee (SPC) responsible for each, together with a summary of the revenue, investment and full time equivalents (FTEs) related to each service.
  - o Full Time Equivalent Positions (Staff Summary) related to each service.
  - o Capital Budget and Reserves provides a listing of the 6-year capital program and projected December 31, 2021 balances for reserves and their alignment to the services that each SPC is responsible for.
  - o Page references on the three Summaries direct the reader to more detailed information by service in the next section.

- ❖ The **Detailed Service Based Budget** section, categorized by responsible Standing Policy Committee, gives additional information about each service, including description, key goals, service level statistics, multi-year operating budgets and actuals by major account categories, revenue, expense and full-time equivalent position variance explanations, sub-services, as well as hi-level summary information of reserves and capital budget investments relevant to the service.

Section 3 - the **Appendices** provide additional context information in support of the rest of the budget document.

For definition of terms included in the budget, otherwise known as the glossary, refer to Appendix 11 of the 2020 Budget Volume 2 https://winnipeg.ca/finance/files/2020AdoptedBudget_Volume2.pdf.

A Supplement to the 2021 Budget will also be available to readers of this document. This will include capital budget information such as

- Capital Project Summary provides a listing of capital projects for 2021 through 2026
- Capital Project Detail by department
- Appendices

https://winnipeg.ca/finance/documents_page.stm#Budgets

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Winnipeg

2021 Preliminary Budget* at a Glance

- 2.33% increase entirely dedicated to fund road renewals and rapid transit infrastructure
- The average homeowner will pay approximately $42 more in 2021
- Keeps property taxes among the lowest of all major cities in Canada

- No increase to the frontage levy
- Fee increases limited to the rate of inflation

- Small business tax credit threshold increased from $35,700 to $44,200
- Eliminates this tax for almost one-thousand more businesses, savings about $1,900 per business
- Approximately 55% of all businesses will receive a full credit of their business taxes in 2021

- Tax supported subsidy to transit will increase by 27% from $67.3 million in 2020 to $85.3 million in 2023
- Tax supported subsidy for transit will increase from $67.3 million to $104.3 million in 2021 (55% increase) which includes a one-time amount of $28.5 million to address lower ridership levels from the pandemic
- Includes cost savings measures of approximately $13 million in 2021 to address an expected loss of revenue due to lower ridership as a result of the pandemics
- Implements the key recommendations from the 2019 Ombudsman report for Transit Plus, including elimination of the 500 metre trip rule
- Keeps transit fares amongst the lowest in Canada
- 25 New Bus Purchases

- Continued record investments in police by increasing the police budget by 2% annually (before capital related expenses) from $294.5 million to $312.4 million in 2023
- Police Service to achieve $15 million of cost savings over the next 3 years to make up ½ of the police pension plan shortfall. The remaining ½ of the pension shortfall to be made up by savings in other areas of the tax supported budget
- Implementation of $1 million for new 24-hour safe spaces, a key recommendation of the 2019 Illicit Drug Task Force report
- Continued support for the Downtown Public Safety Strategy
- Continued annual grant funding of $150,000 to End Homelessness Winnipeg
- Bloomberg Initiative to reduce 911 calls

* Subject to Council approval

Winnipeg

2021 Preliminary Budget* at a Glance

- A historic 3-year $50 million recreation and library facility investment strategy. Includes important projects such as:
  - $15.0 million for critical building renewal and repairs at indoor Pools across the city including Pan Am, Cindy Klassen, Seven Oaks and St. James Assiniboia Pool;
  - $5.9 million to redevelop the Old Ex arena and adjacent site improvements;
  - $5.5 million for upgrades to the Millennium, St. James and Westwood libraries, and;
  - $1.8 million for the renewal of Turtle Island Recreation Centre
- Increases the annual operating budget in Community Services by 1.6% from $106.9 million in 2020 to $112.0 million in 2023 to maintain core services and programming

- $864.1 million for road renewals, including a record $152.2 million investment in 2021
- $131.8 million for transit bus purchases
- $180 million to continue the City's investment in the Combined Sewer Overflow mitigation program
- $39.0 million for a residential water meter renewal program
- $60.0 million for a new Southwest sewer Interceptor
- $32.1 million investment in the renewal and replacement of infrastructure at Assiniboine Park
- $29.2 million investment in the protection and enhancement of our tree canopy
- Major source of economic growth. Creates 10,391 person years of employment, increases GDP by over $1.2 billion and generates $111.1 million of incremental tax revenue for Manitoba and $139.2 million for Canada

- A record $152.2 million investment in road renewals in 2021, which is an increase of $21.9 million from the budget of $130.3 million in 2020. Part of a larger 6-year investment of $864.1 million in road renewals
- Largest share of the annual capital budget
- Major source of employment and economic growth
- 6 year road renewal budget creates over 4,500 person years of employment, increases GDP by almost $570 million and generates incremental tax revenue of $51.7 million for Manitoba and $63.4 million for Canada

- $29.2 million 6-year capital investment in the protection and enhancement of our tree canopy. $13.2 million operating funding including an increase allocation of approximately $1 million each year from 2021 to 2023

- Leverage Provincial Capital funds for investment in City capital projects (APC, Buses and Trees)
- Additional Expenditure management target of $15 million to be achieved by the Police Service
- Savings of $12 million over the next 3 years from a recently negotiated Collective Agreement with WAPSO
- Built-in Corporate efficiencies of $31.8 million in 2021

* Subject to Council approval

Winnipeg

2021 Preliminary Budget* at a Glance

1. **Keeping people safe** – approximately $4 million investment from General City Revenues including:
   - Purchase of Personal Protective Equipment for our front-line workers as well as additional cleaning and sanitizing supplies within Transit, Community Services, Police and other departments to help keep users of City facilities safe

2. **Easing the economic, social and emotional burden of the COVID-19 pandemic in 2021** – $7.6 million investment from the federal restart funds including:
   - $3.78 million to extend the property and business tax deferral program in 2021
   - $3.0 million to support a grant program for businesses, non-profits and other organizations that are required to temporarily close or reduce their operations as a result of the pandemic
   - $600,000 to provide grants to Community Organizations in support of initiatives for our residents to connect with one another in a safe way over the winter months
   - $250,000 for counselling and other supports for our Paramedics and Firefighters to help cope with the trauma and emotional stress of the pandemic

3. **Restarting our economy** – $3.3 million from the federal restart funds including:
   - $2 million to provide grants to developers of affordable housing. These funds, together with others such as tax increment financing (subject to Council approval) will leverage funds from the Canada Mortgage and Housing Corporation to support construction of affordable housing in Winnipeg
   - $750,000 from the federal Safe Restart agreement to support additional planning staff to with a focus on growing the assessment base by supporting residential volume permit increases, added focus on the pre-application process and reviewing existing and/or develop secondary plans to guide new development
   - $500,000 from the restart to re-establish the Office of Economic Development within the City of Winnipeg, to support local businesses doing business with City hall during and after the economic recovery. This office will work with external stakeholders and will complement the work of Economic Development Winnipeg to support new economic development opportunities and will help prioritize infrastructure investments that support economic growth

* Subject to Council approval

2021 BUDGET AT A GLANCE

(In millions of $)

Revenue

	2020 Adopted Budget	2021 Preliminary Budget
Tax Supported Operations	1,143.9	1,180.4
Utilities	661.4	678.4
Special Operating Agencies	81.4	74.3
Reserves	279.9	229.0
Total Revenue	**2,166.6**	**2,162.1**

Expenditures

	2020 Adopted Budget	2021 Preliminary Budget
Tax Supported Operations	1,143.9	1,180.4
Utilities	619.0	633.0
Special Operating Agencies	85.3	79.4
Reserves	277.4	272.0
Total Expenditures	**2,125.6**	**2,164.8**
Surplus / (Deficit) before Other Adjustments	**41.0**	**(2.7)**

Notes:

1. - The consolidated budgets are presented in Appendix 7 of Volume 2 for 2020 and 2021. The reconciliation from the preliminary budget to the consolidated budget can be found on the next page.

2. - The entity's audited financial statements are prepared on a consolidated basis and can be found on the City website: http://www.winnipeg.ca/finance/documents_page.stm.

3. -The beginning and ending balance in the General Revenue Fund is zero.

4. - A detailed list of reserve funds can be found in Appendix 3 of Volume 2.

5. - The City's fund structure is described on page 1-13 of 2021 Budget Volume 1.

2021 Budget at Glance
Reconciled to the Consolidated Budget - By Fund

(in thousands of dollars)	Budget At A Glance	Consolidating Entries	Consolidated Budget
Revenues			
Tax Supported	$ 1,180,415	$ (61,682)	$ 1,118,733
Utilities	678,353	(331,998)	346,355
Special Operating Agencies	74,321	(54,008)	20,313
Reserves	228,975	(151,623)	77,352
Capital		227,858	227,858
Civic Corporations		29,948	29,948
Total Revenues	**2,162,064**	**(341,505)**	**1,820,559**
Expenses			
Tax Supported	1,180,415	(370,890)	809,525
Utilities	633,026	(203,844)	429,182
Special Operating Agencies	79,429	(9,499)	69,930
Reserves	271,948	(251,323)	20,625
Capital		329,625	329,625
Civic Corporations		62,294	62,294
Total Expenses	**2,164,818**	**(443,637)**	**1,721,181**
(Deficiency) Revenues Over Expenses Before Other	**(2,754)**	**102,132**	**99,378**

Explanation of Consolidating Entries from Preliminary Budget (in thousands of dollars)

Revenues	
1. Eliminate inter-fund transfers	(564,494)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants to Civic Corporations	(20,010)
4. Eliminate property taxes paid by City entities	(17,066)
5. Eliminate water revenue paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital related revenue not included in the Other category	262,435
8. Include revenue for Civic Corporations	50,492
9. Other	(95)
	(341,505)
Expenses	
1. Eliminate inter-fund transfers	(753,916)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants paid to Civic Corporations	(25,199)
4. Eliminate property taxes paid by City entities	(17,065)
5. Eliminate water expense paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital expenses	333,780
8. Include expenses for Civic Corporations	46,374
9. Increase in liability for environmental issues, vacation and workers' compensation	9,475
10. Include amortization for Civic Corporations	14,877
	804
	(443,637)

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Basis of Budgeting

The City, for the first time ever, produced a four-year, multi-year operating budget in 2020. The 2020 to 2023 Tax Supported Operating Budget was balanced in all four years. The City also prepares a six-year capital investment plan, including related funding sources. The six-year capital view is required by legislation (The City of Winnipeg Charter). The updated 2021 preliminary operating budget and 2022 to 2023 projections and preliminary capital budget for 2021 and five-year forecast will go to Council for adoption in December 2020.

The City budgets for several funds – the capital fund; the general revenue or tax-supported fund; utility operations (Transit, Waterworks, Sewage Disposal, Solid Waste Disposal, Land Drainage, Municipal Accommodations); and Special Operating Agencies SOAs (Animal Services, Golf Services, Parking Authority and Fleet Management). Transfers to or from the General Revenue Fund (see Appendix 4A and B, Volume 2) and between funds are included in the budget. In addition, revenues and expenses for capital and special purpose reserves are included in the budget (see Appendix 3, Volume 2).

The basis of budgeting for the City is described in more detail in the following sections:

Expense and Revenue Recognition

The City of Winnipeg develops its operating budget for tax supported and utility operations on a modified accrual basis. The modified accrual basis of accounting records revenue when it is earned, measurable and available. Expenditures are recognized when the liability is incurred, except for certain expenses, for example, those associated with retirement allowances, accrued vacation, worker's compensation, compensated absences, and landfill liabilities which are budgeted on a cash basis. Debt servicing payments are budgeted for when due (depreciation of assets is not budgeted except for SOAs). Revenue from land sales is recorded in accordance with accounting principles used within the real estate industry.

The City uses the full accrual basis of accounting. Revenue is recorded as it is earned and measurable. Expenses are recognized as they are incurred and measurable based on receipt of goods and/or the legal obligation to pay. The City's financial statements are developed in accordance with generally accepted accounting principles for local governments, as recommended by Public Sector Accounting Board (PSAB).

Capital Assets

Capital assets are generally defined as those with a cost exceeding $100,000 (non-recurring capital projects and recurring/ongoing capital programs) with a minimum 10-year life. These assets are budgeted for in the capital budget and the financing costs are expensed in the operating budgets. Major equipment or automated systems development projects are also included in the capital budget although their useful life may be less than 10 years. Land acquisition and local improvements are considered capital works regardless of expected cost. Smaller asset purchases are expensed in the operating budgets.

Further information on developing the capital budget is disclosed in Appendix 6 Volume 2.

Service-Based Budget

The City reports budget information on a service-based basis (how much the service will cost and how the service is to be funded), regardless of which area or department delivers the service. The service-based budget is intended to provide more transparent reporting and a more direct link between budgets provided and the services delivered. As part of the budget document a more traditional, by department view is also provided (see Appendix 1 for the Operating Budget and Appendix 6 for the Capital Budget, Volume 2).

Capital Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expense as incurred.

Debt and Debt Payments

The City may only incur debt for the purposes of capital expenditures. With the approval of the Provincial Minister of Finance, a borrowing by-law is passed by Council which authorizes borrowing for the capital budget.

Annual payments of principal and interest are budgeted in the City's operating budget as debt and finance charges.

Consolidation

The annual operating budget adopted by Council provides the spending authorization for each fund, and therefore the current year budget is adopted on a non-consolidated basis. That is, inter-fund transactions have not been eliminated in order to ensure full spending authority is provided. However, each year in the budget document, a consolidated budget is prepared for the current year which eliminates inter-fund transactions. This consolidated budget is then available each year-end to allow comparison and variance reporting to the annual financial statements, also prepared on a consolidated basis (see Appendix 8 Volume 2).

Balanced Operating Budgets

The City of Winnipeg Charter requires that the City adopt a balanced operating budget for the current year (estimated expenditures for a fiscal year do not exceed the estimated revenues for the year). Council policy provides that year-end surplus be transferred to the Financial Stabilization Reserve. Any operating deficits arising in-year must be addressed in the next year's budget.

As per the Multi-Year Budget Policy, approved by Council March 20, 2020, the 2020 to 2023 tax supported operating budget were balanced in all four years. 2021 is the first update year in the multi-year process, and with updates, 2021 to 2023 remain balanced.

Reserves

Reserves are established by Council, as required for future financial commitments and are operated under the regulations and policies prescribed by provincial legislation or City by-laws as applicable. Budgets are prepared for reserve expenditures and revenues, and transfers to and from reserves are included in the tax-supported, utility, and capital budgets.

Fees and Charges

A Fees and Charges Schedule is published annually in accordance with the Fees and Charges By-Law (196/2008) to identify the current fees and charges administered by the City of Winnipeg and the authority under which they are administered. The Chief Financial Officer is authorized to increase annually any fee imposed by the City by an amount equal to or less than the rate of inflation. New fees or fee increases greater than inflation must be approved by Council unless specifically otherwise delegated. Normally new fees or fee increases greater than inflation, if any, would be included as part of the annual budget process.

Long-Term Capital Forecasting

Asset Management Policy F1-011 (adopted by Council on January 28, 2015), states that the Public Service will implement a comprehensive approach to managing the City's assets, to meet established levels of service at the lowest overall cost of ownership, at an acceptable level of risk. Winnipeg's City Asset Management Plan (CAMP) and the State of the Infrastructure Report (SOIR) were released in 2018. The CAMP summarizes the inventory, overall replacement value, age and condition of the City's major asset groups. It also outlines the funding deficit and strategies associated with meeting assumed levels of service for existing and new infrastructure.

The City of Winnipeg's 2020 Infrastructure Plan captures the City's 10-year capital investment priorities, which is presented in support of the development of a, multi-year capital budget. The Infrastructure Plan encompasses all civic services and proposed capital projects with a cost of over $5 million. This cost threshold applies to 45 projects with a combined total of $5.8 billion in proposed capital investments, capturing approximately 50 percent of the City's total capital needs from 2020-2029.

The Plan is intended to be a blueprint for how the City is able to maintain sustainable and affordable service delivery for residents, by incorporating the information from the Plan into the City's investment planning cycle and multi-year budget process.

For more information on the City's policies, strategies and Plans, refer to 2021 Budget Volume 1 Community Trends and Performance Report - https://winnipeg.ca/cao/pdfs/CommunityTrendsandPerformanceReportVolume1_2021.pdf.

Winnipeg

2021 Budget Update

2020 – 2023 Multi-Year Budget



November 27, 2020

Agenda

- Budget Context
  - Multi-Year Budget Goal
  - Budget Update Process
    - Multi-Year Budget Policy
    - Budget Guidelines
    - Budget Update Process
    - Key Goals and Priorities
    - Budget Consultation

- 2021 Balanced Budget Update
  - Budget Engagement
  - Economic and Financial Impact of COVID-19
  - Operating and Capital Budgets
  - Debt Strategy

- Budget Outlook

- Schedule of Budget Review Meetings

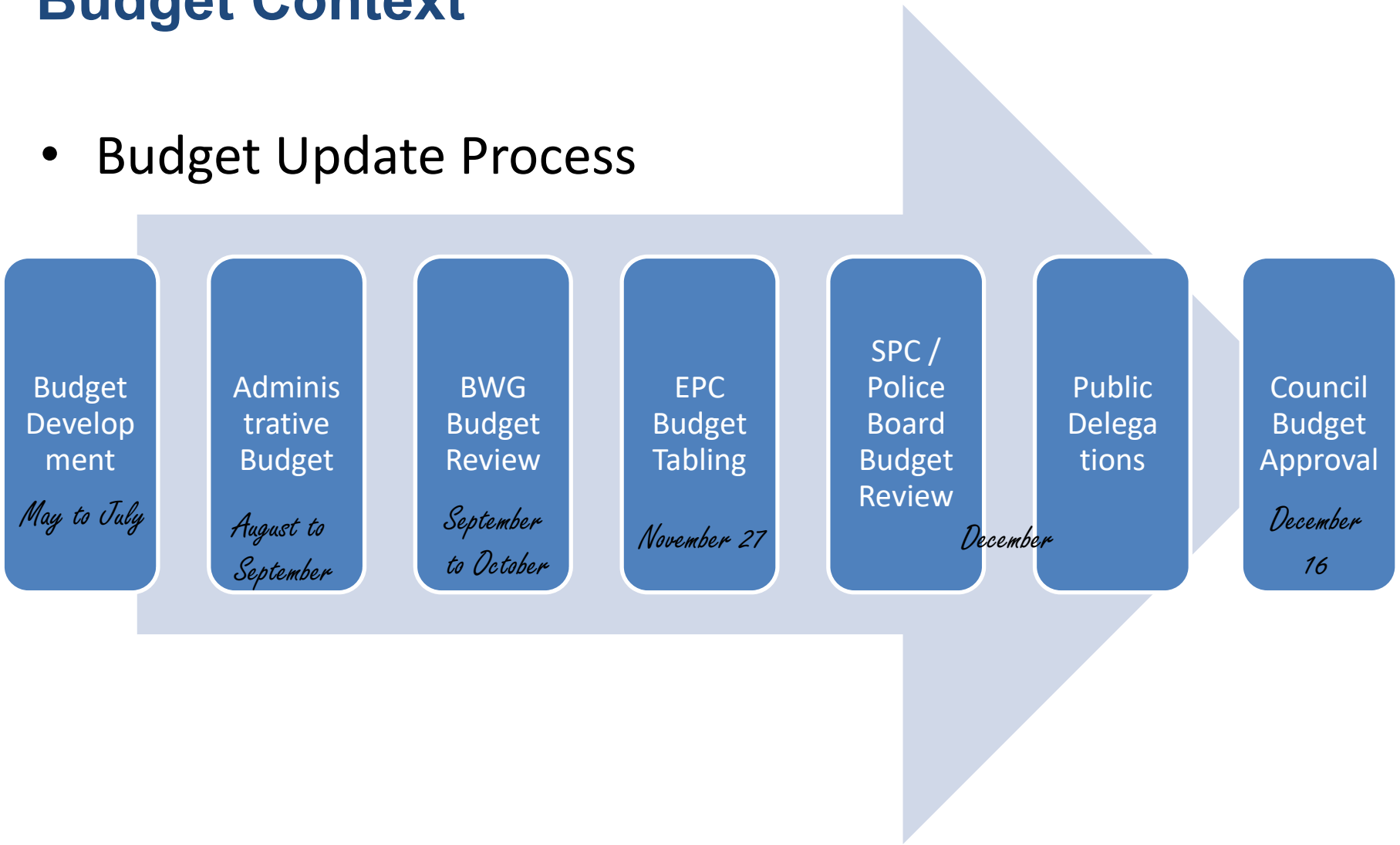
Budget Context

- Multi-year Budget Goal:
- Budget Update Process
  - Multi-Year Budget Policy
    - Legislative changes (LEGISLATION)
    - New Council direction (COUNCIL)
    - Cost or Revenue drivers (REV/COST)
    - Incremental operating impact of approved capital projects (OP_CAP)
    - Housekeeping or fine tuning adjustments (HOUSEKEEP)
  - Budget Guidelines
    - Principles
    - Highlight significant changes from Council approved forecast

Note: 2021 Budget Volume 1 Community Trends and Performance Report published in July 2020

Budget Context

- Budget Update Process



BWG – Budget Working Group; SPC – Standing Policy Committee; EPC – Executive Policy Committee

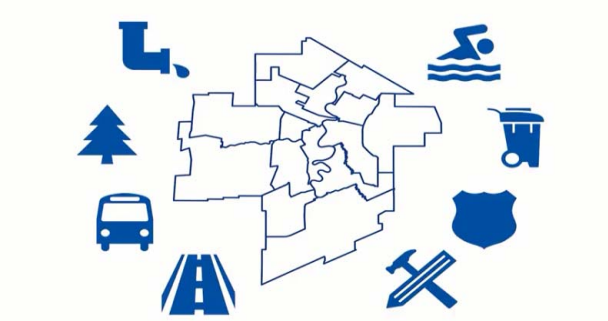
Budget Context



Key Goals

- Budget resiliency
- Fiscal responsibility
- Financial sustainability
- Greater certainty for taxpayers and stakeholders
- Transparent review process

Key Priorities



- Safe Restart for the Community
- Revitalize the economy
- Robust capital program
- Affordability and expenditure control
- Strategic investments

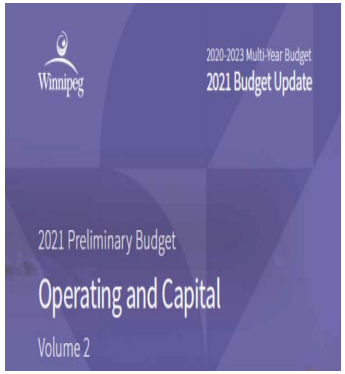
Budget Context

- Budget Consultation
  - Budget Overview (Council Seminar) – September 2020
  - Public Engagement - May and October 2020
  - Councillor one-on-one meetings with Chair of SPC Finance and Corporate Finance – October to November 2020
  - Public Delegations – December 2020
  - Continued citizen feedback via 311



Budget Context

- Preliminary 2021 Balanced Budget
  - Economic recovery and community support
  - COVID-19 impact
  - Maintain Council approved services
  - Robust capital plan



- Fiscally responsible
  - Financial Stabilization reserve – above the target balance
  - Credit rating / liquidity position
  - Flexibility to adapt to future challenges

2021 BALANCED BUDGET UPDATE

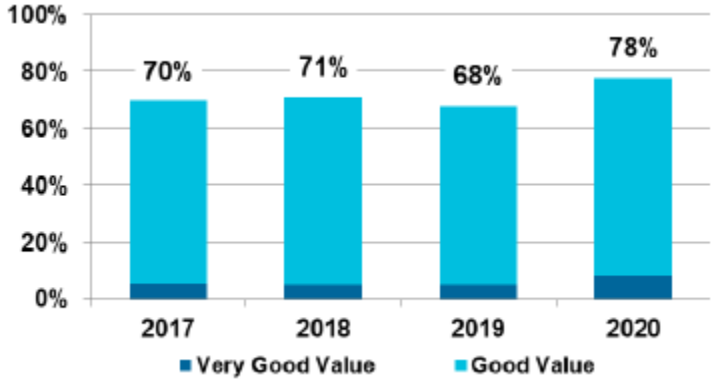
Budget Engagement

Citizen Survey Results

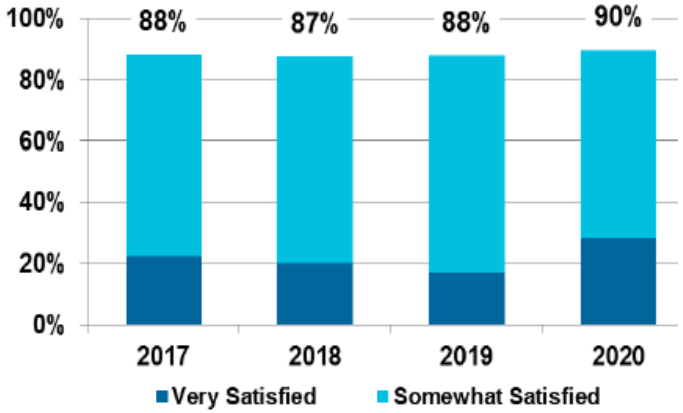
Quality of Life



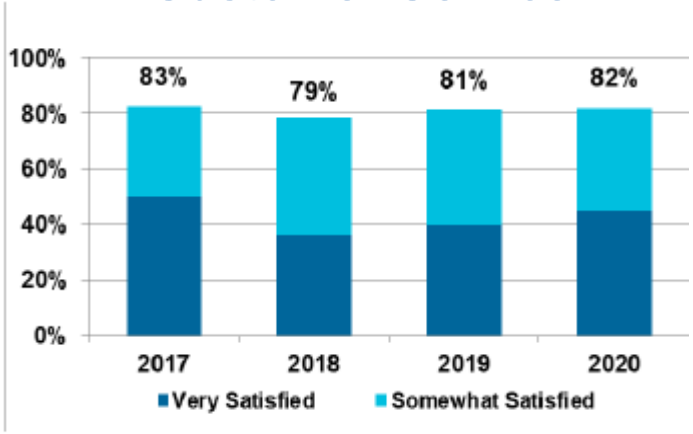
Value for Tax Dollars



Service Satisfaction



Customer Service



Full results available at winnipeg.ca/budget2021

Budget Engagement

Online Survey Results

- The top priority from the 2020-2023 multi-year budget list of seven priorities was community services.
- When asked about value for tax dollars, 4% said tax dollars provide very good value and 46% said good value.
- The Winnipeg Police Service received the most feedback of all City services, mostly focused around shifting budget towards community supports.

2020-2023 Multi-year Budget Priorities



#1 – Community Services

#2 - Investment in Transit

#3 – Community safety

#4 – Roads

#5 – Controlling expenses and driving efficiencies

#6 - Trees

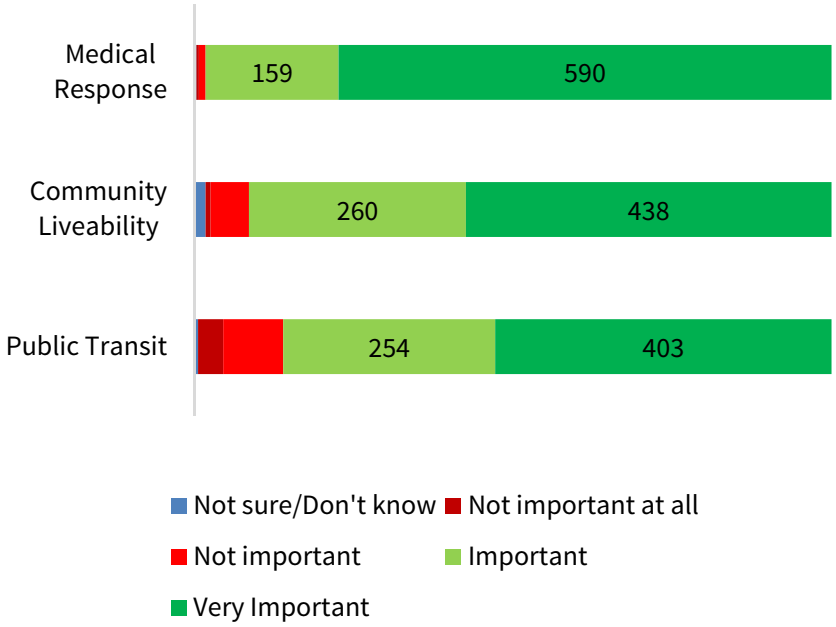
#7 – Fire protection

Budget Engagement

Online Survey Results

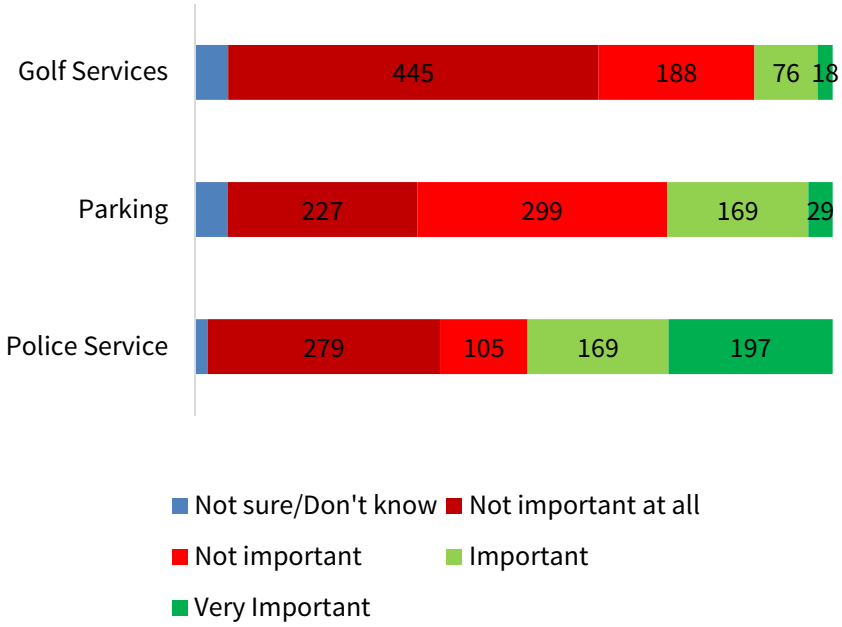
Three most important services

768 responses, 1 skipped



Three least important services

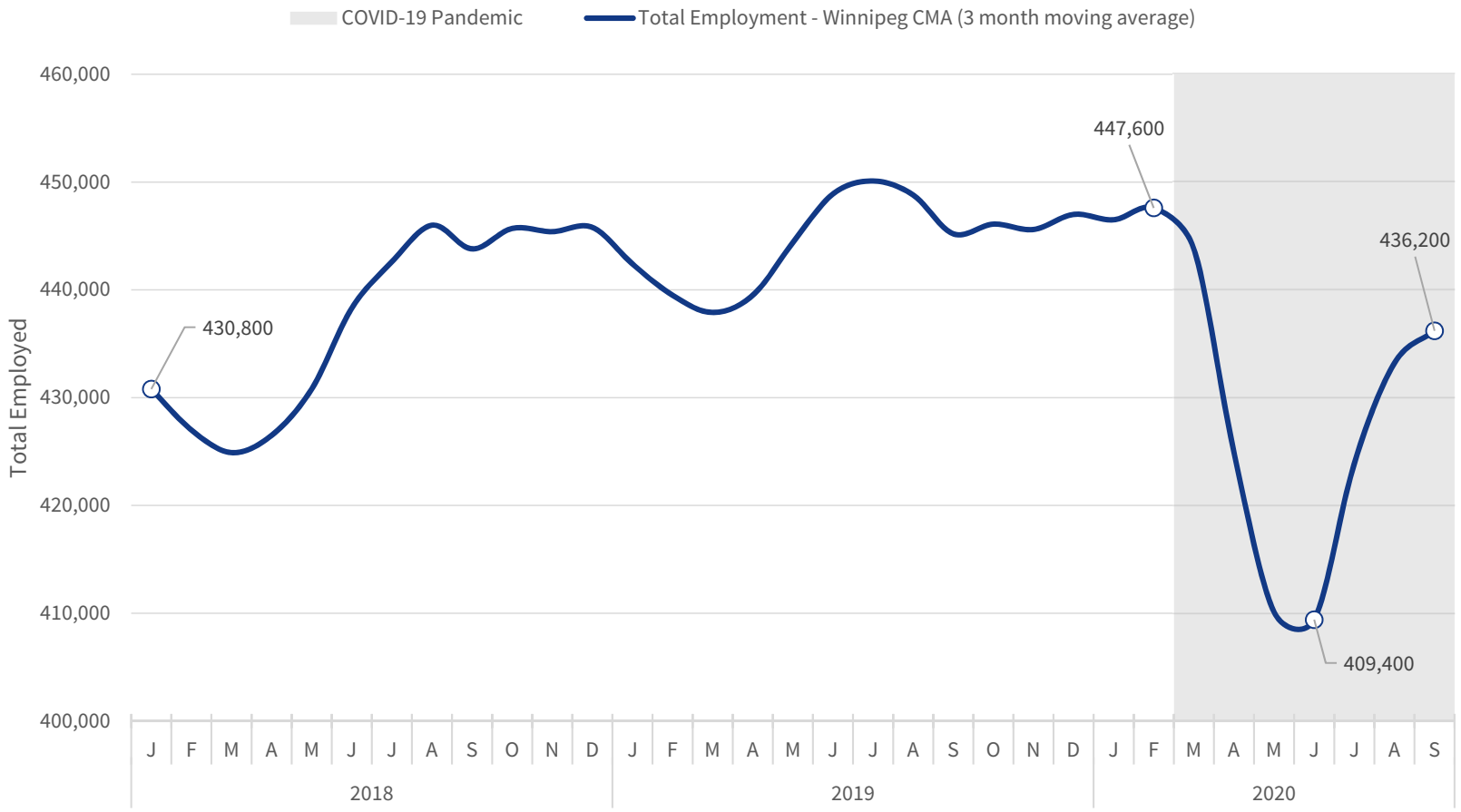
768 responses, 1 skipped



ECONOMIC AND FINANCIAL IMPACT OF COVID-19

Winnipeg CMA: Total Employment

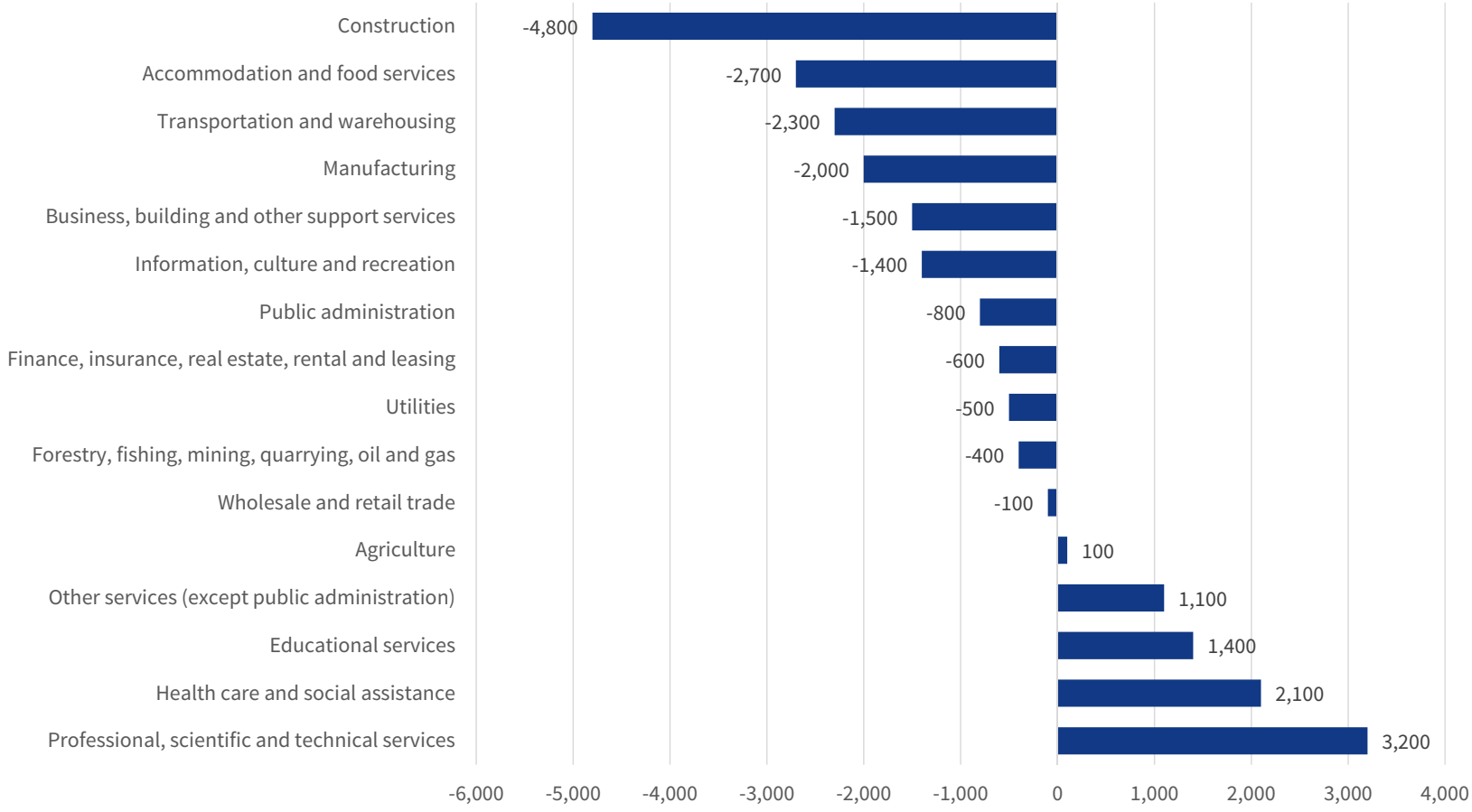
Three-month Moving Average



Source: Statistics Canada. Table 14-10-0097-01, Employment by Industry, Three-month Moving Average, Unadjusted for Seasonality, Census Metropolitan Areas

Winnipeg CMA: Year-over-year Change in Employment by Industry

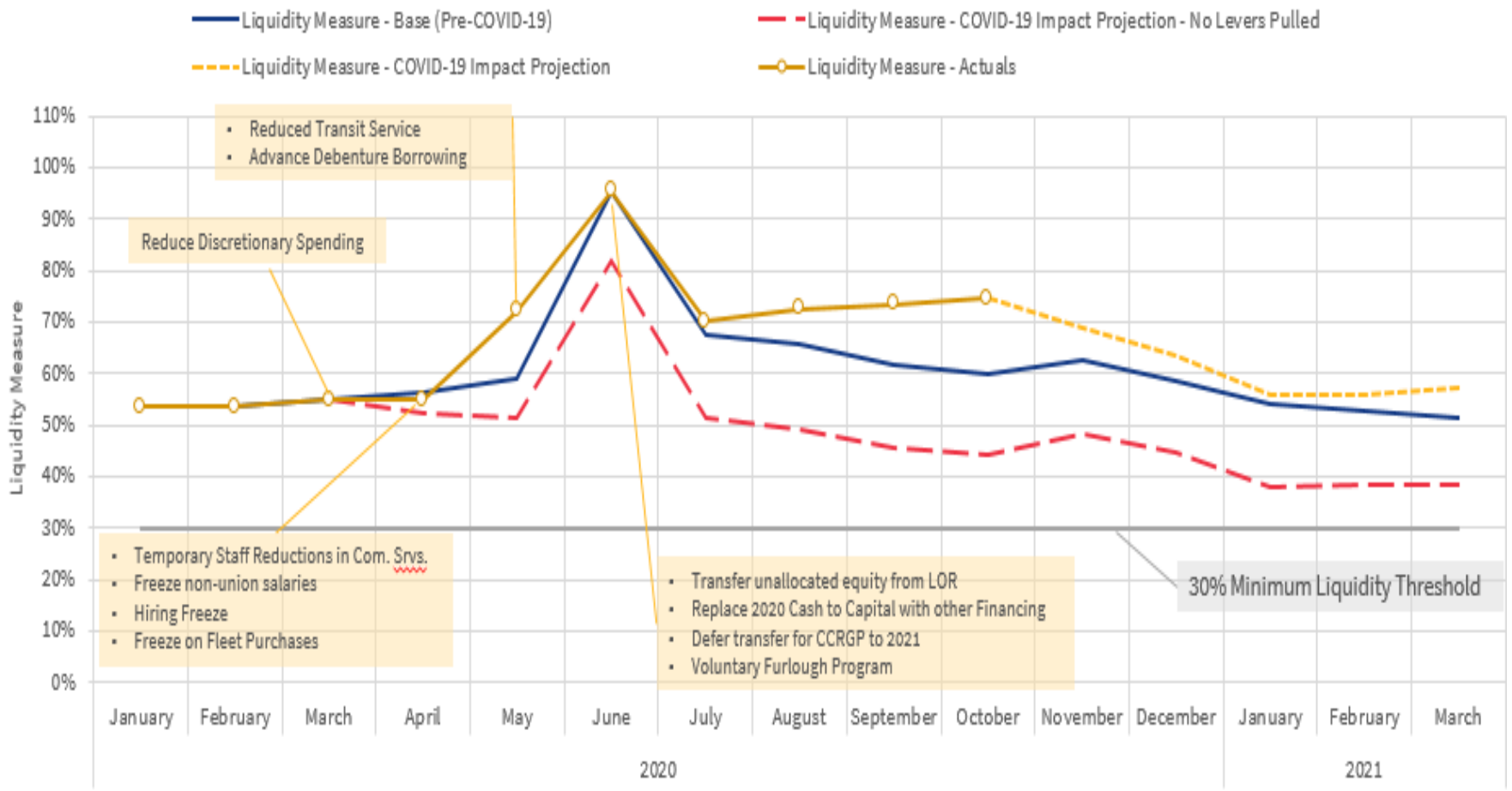
September 2019 vs. September 2020 (Three-month Moving Average)



Source: Statistics Canada. Table 14-10-0097-01, Employment by Industry, Three-month Moving Average, Unadjusted for Seasonality, Census Metropolitan Areas

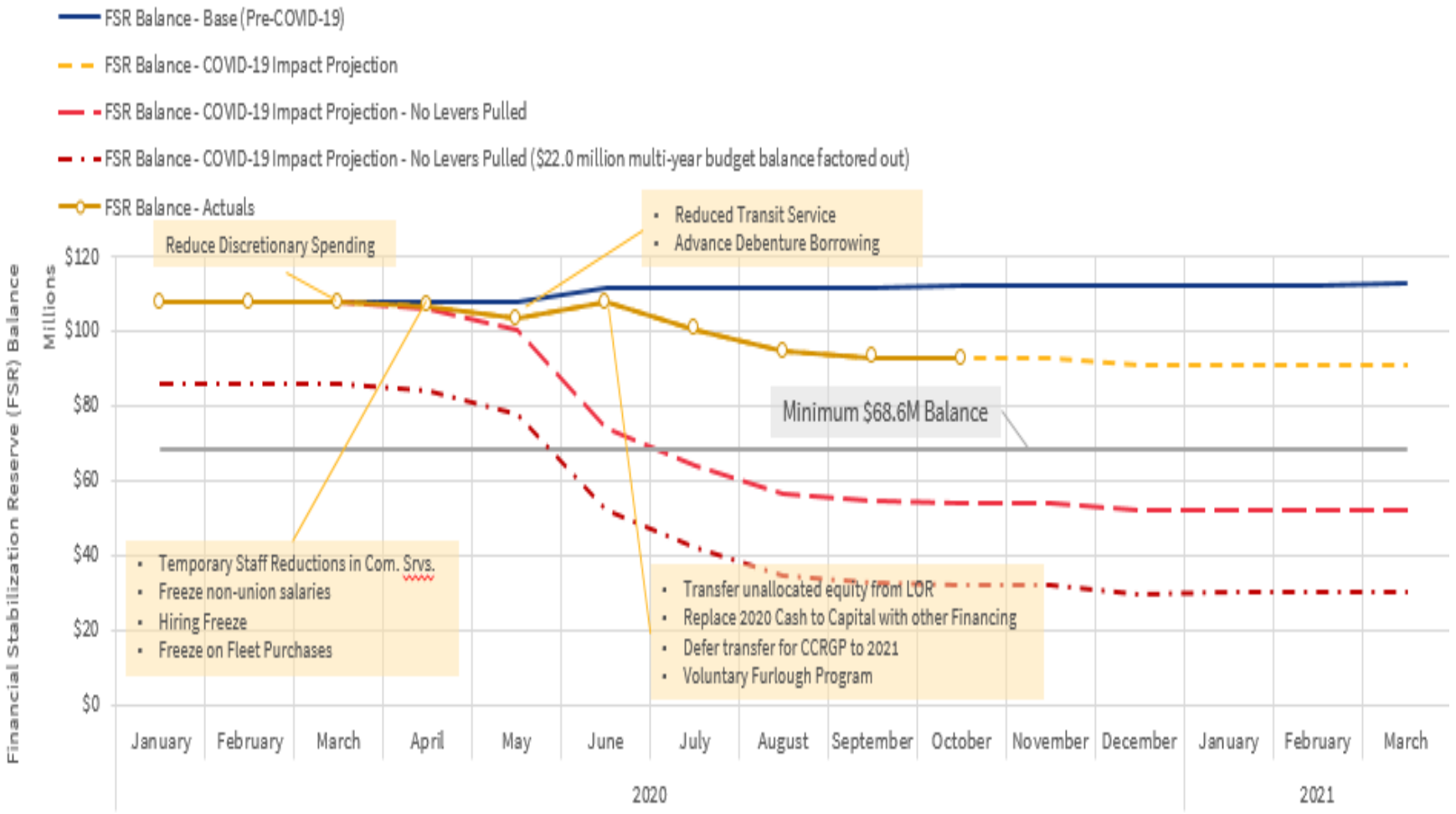
City of Winnipeg Liquidity Measure

Baseline vs. Projection



City of Winnipeg Financial Stabilization Reserve

Baseline vs. Projection



COVID-19 Pandemic Impact to City 2021 Budget

(in millions of $):	Description	Revenue	Expenses
Community Services	Revenue loss from Recreation services due to reduced public use of facilities and programs	4.825	
	Overtime for sick leave coverage, personal protective equipment (PPE), cleaning supplies and facility maintenance.		1.405
Fire Paramedic Service	Equipment (PPE) and supplies.		1.200
Planning, Property and Development	Permit fee revenue loss.	3.650	
Police Service	Overtime for sick leave coverage, PPE.		0.619
Assessment and Taxati	Entertainment Funding Tax decrease and decrease in cyclical expenses.	1.000	(0.126)
Other Departments	Appeal revenue deferral, remote meetings, cleaning supplies, residential tipping fee expense and others.	0.420	1.079
Tax Supported Departments including Municipal Accommodations		9.895	4.177
Transit	Revenue loss due to ridership decrease. Expenses due enhanced disinfection of	40.756	0.644
Water and Waste	Increase in residential tipping fees revenue.	(0.430)	
Parking	Net revenue impact, assumed 50% revenue decline from January to June and 10% from July to December. Contracted enforcement expenses are assumed to decrease by 10% for the year.	7.021	(0.820)
Total Impact		**57.242**	**4.001**
Total City			**61.243**

Accommodation tax in the Destination Marketing Reserve is budgeted at $5 million in 2021, a 50% reduction in comparison to 2020 Budget

OPERATING AND CAPITAL BUDGET

Budget Overview

(Service Based View)

PRELIMINARY 2021 BALANCED BUDGET UPDATE				
Service Based Budget by Standing Policy Committee (in millions of $)	**FTEs**	**Operating Budget**	**Capital Budget**	**Reserves Projected Ending Balance**
Infrastructure Renewal and Public Works	2,271	(249.0)	187.1	15.7
Water and Waste, Riverbank Management and the Environment	977	21.4	116.3	197.1
Property and Development, Heritage and Downtown Development	589	3.6	6.9	46.0
Protection, Community Services and Parks / Winnipeg Police Board	4,421	(572.2)	53.4	10.0
Innovation and Economic Development	393	(32.2)	22.3	4.8
Executive Policy Committee	509	868.6	0.4	136.8
Total City	**9,160**	**40.2**	**386.4**	**410.4**

4-year tax supported budget increasing by an average of 2.1 percent (2020 to 2023).

Notes:

1. Include COVID financial implications.
2. Property, business and other taxes, and other Corporate revenue are under the purview of Executive Policy Committee.
3. Bracketed amounts represent mill rate support / deficit.
4. FTEs = Full Time Equivalents

Year 2 of the Balanced Tax Supported Multi-Year Budget

Significant budget changes (in millions of $):	2021 - 2023	
Police pension adjustment		30.7
COVID - tax supported	14.0	
COVID - Transit	41.4	55.4
Reversal of PST rate adjustment		3.2
Investment in Forestry Branch		3.0
Other cost pressures		4.2
Sub-total Cost Pressures		96.5
How did we balance:		
Projected Police savings to be determined by the Winnipeg Police Service		15.3
WAPSO collective agreement	12.0	
Adjusted estimated increases in salaries and benefits	16.3	28.3
Provincial funding offset with cash to capital		30.0
Replace cash to capital with debt (excludes Transit options)		10.0
Transit service reduction and other options		12.9
Sub-total Options		96.5
Mill Rate Support (before Federal Restart Funding)		-

Operating Budget Highlights

Annual Tax Supported Operating Increase [1]	Average [3]
2021 Preliminary Budget	1.2%
Approved in the Multi-Year Budget [2]	1.5%

Budget Impacts - Approved in MYB [2]	
Fare Free Travel for children 11 and under	Close 311 service desk (510 Main Street)
Reduce Leisure Guide Programming	Transit Low Income Pass
Transit Plus 500 meter rule	Large Sewer Volume Discount

Budget Impacts – Not Projected in MYB[2], Included in Preliminary Budget	
Impact of COVID-19 [4]	One-time investment increase (55%) for Transit
Police pension plan adjustment	Reversal of assumed PST savings

Notes:

1. Based on expenditures before capital related expenditure
2. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
3. Average for 2020 to 2023
4. Based on low economic impact scenario
5. Services impacted is not an exhaustive listing

Tax Supported Operating Budget Changes

Operating Budget (In millions of $)	MYB Criteria	2021 Preliminary	2022 Projection	2023 Projection	2021 to 2023 Total
Mill Rate Support - Council Approved Multi-Year Budget 2020 to 2023 (a)		-	-	-	
Increase (Decrease) From Forecast:*					
Revenue:					
1. Decreases due to COVID-19 impacts including permit and recreation fee revenue losses	REV/COST	(9.9)	0.4	(0.4)	(9.9)
2. Transfer from/(to) Financial Stabilization Reserve	REV/COST	27.2	(15.7)	(25.3)	(13.8)
3. Revenue shortfall due to re-introduction of tax penalty waivers, funded by federal safe restart funding	REV/COST	(3.8)			(3.8)
4. Transfer from reserves/other funds; $4.6 million in 2021 offset by a decrease in Corporate Efficiencies	REV/COST	5.8	1.1	1.0	7.9
5. Miscellaneous adjustments	HOUSEKEEP	1.6	3.6	1.0	6.2
Revenue Net Change (b)		**20.9**	**(10.6)**	**(23.7)**	**(13.4)**

Tax Supported Operating Budget Changes

Operating Budget (In millions of $)	MYB Criteria	2021 Preliminary	2022 Projection	2023 Projection	2021 to 2023 Total
Expenditures:					
Increase (Decrease) From Forecast:*					
6. Increased Transit subsidy in 2021 (from $67.3 million to $104.3 million, 55% increase) primarily due to the pandemic; decreased in 2022 and 2023 primarily due to capital related expenditures	REV/COST	25.8	(7.1)	(10.0)	8.7
7. Arbitrator's decision on changes to the Police pension	COUNCIL	9.1	11.7	9.9	30.7
8. Projected Police savings to be determined by the Winnipeg Police Service.	REV/COST	(5.1)	(5.1)	(5.1)	(15.3)
9. Adjusted estimated increases in salaries and benefits	REV/COST	(3.7)	(8.1)	(11.5)	(23.3)
10. Decrease in transfer to capital, including capital closing surplus	REV/COST	(10.3)	(3.7)	(9.2)	(23.2)
11. Decrease in debt and finance charges primarily due to cash flow timing and rate changes	REV/COST	(4.5)	(2.0)	(1.6)	(8.1)
12. Corporate effiencies adjustments	REV/COST	7.9	1.1	1.3	10.3
13. Miscellaneous adjustments	HOUSEKEEP	1.7	2.6	2.5	6.8
Expenditures Net Change (c)		**20.9**	**(10.6)**	**(23.7)**	**(13.4)**
Mill Rate Support - Preliminary Budget (a+b-c)		-	-	-	
* Includes housekeeping or fine tuning adjustments.					

Utilities and SOAs Operating Budget Changes

Operating Budget (In millions of $)	MYB Criteria	2021 Preliminary Budget	2022 Projection	2023 Projection	2021 to 2023 Total
Surplus / (Deficit) - Council Approved Multi-Year Budget 2020 to 2023 (a)		**42.2**	**43.6**	**45.1**	
Increase (Decrease) From Forecast:					
Revenue:					
Due to COVID-19 pandemic:					
1. Decrease in Transit ridership - 55% of normal levels from January to August increasing up to 65% for the remainder of 2021	REV/COST	(40.8)	-	-	(40.8)
2. Increased Transit subsidy in 2021; decreased in 2022 and 2023 primarily due to capital related	REV/COST	25.8	(7.1)	(10.0)	8.7
3. Increased transfer from Transit reserves	REV/COST	2.1	-	-	2.1
4. Decreased parking revenue - assumed at 50% January to June and 10% from July to December	REV/COST	(7.1)	0.3	0.3	(6.5)
5. Increase in Municipal Accommodations revenue	REV/COST	1.7	0.5	0.9	3.1
6. Miscellaneous adjustments	HOUSEKEEP	0.7	-	0.1	0.8
Revenue Net Change (b)		**(17.6)**	**(6.3)**	**(8.7)**	**(32.6)**
Expenditures:					
7. Decreased debt and finance charges primarily due to cash flow timing and rate changes	REV/COST	(2.7)	(1.6)	(2.1)	(6.4)
8. Decrease in transfer to capital	REV/COST	(8.6)	(7.3)	(9.9)	(25.8)
9. Transit's expenditure adjustment to be funded through retained earnings	REV/COST	(4.0)	-	-	(4.0)
10. Miscellaneous adjustments	HOUSEKEEP	(0.3)	1.2	(1.1)	(0.2)
Expenditures Net Change (c)		**(15.6)**	**(7.7)**	**(13.1)**	**(36.4)**
Surplus / (Deficit) - Preliminary Budget (a+b-c)		**40.2**	**45.0**	**49.5**	
* Includes housekeeping or fine tuning adjustments.					

Federal Safe Restart Funding in 2020

Municipal (operating) $42.2 million	Transit $32.3 million	Total $74.5 million

COVID-19 Crisis Cash Flow Management

- Reverse 2020 levers
  - Cash to capital to debt $15.6 million
  - Land operating reserve transfer $8.0 million
- Mitigate revenue losses in Parking SOA $7.7 million
- Funding dedicated to Transit operations to backfill 2020 revenue losses and reverse cash to capital to debt lever $2.8 million

Easing the economic, social and emotional burden of COVID-19 $7.6 million

- Re-introduction of tax penalty waivers $3.8 million
- Winnipeg COVID-19 Economic Support (grant program) $3.0 million
- Support to community wellness program $600,000
- Mental health support to front liners in ambulance and fire emergency services $250,000

Restarting Economy $3.3 million

- Affordable housing strategy $2.0 million
- Improvements to planning, development and permitting processes $750,000 (4 annual FTEs)
  - Staffing to support residential volume increases
  - Staff to review secondary plans
  - Development planners
  - Computer hardware
- Economic Development Office $500,000

2021 Revenue Highlights

Property Taxes - $658.7 million

- 2.33% tax increase dedicated to infrastructure

Business Taxes - $57.9 million

- 4.84% rate (same as 2020), $44,200 Small Business Tax Credit ($35,700 in 2020), 55% of businesses exempted

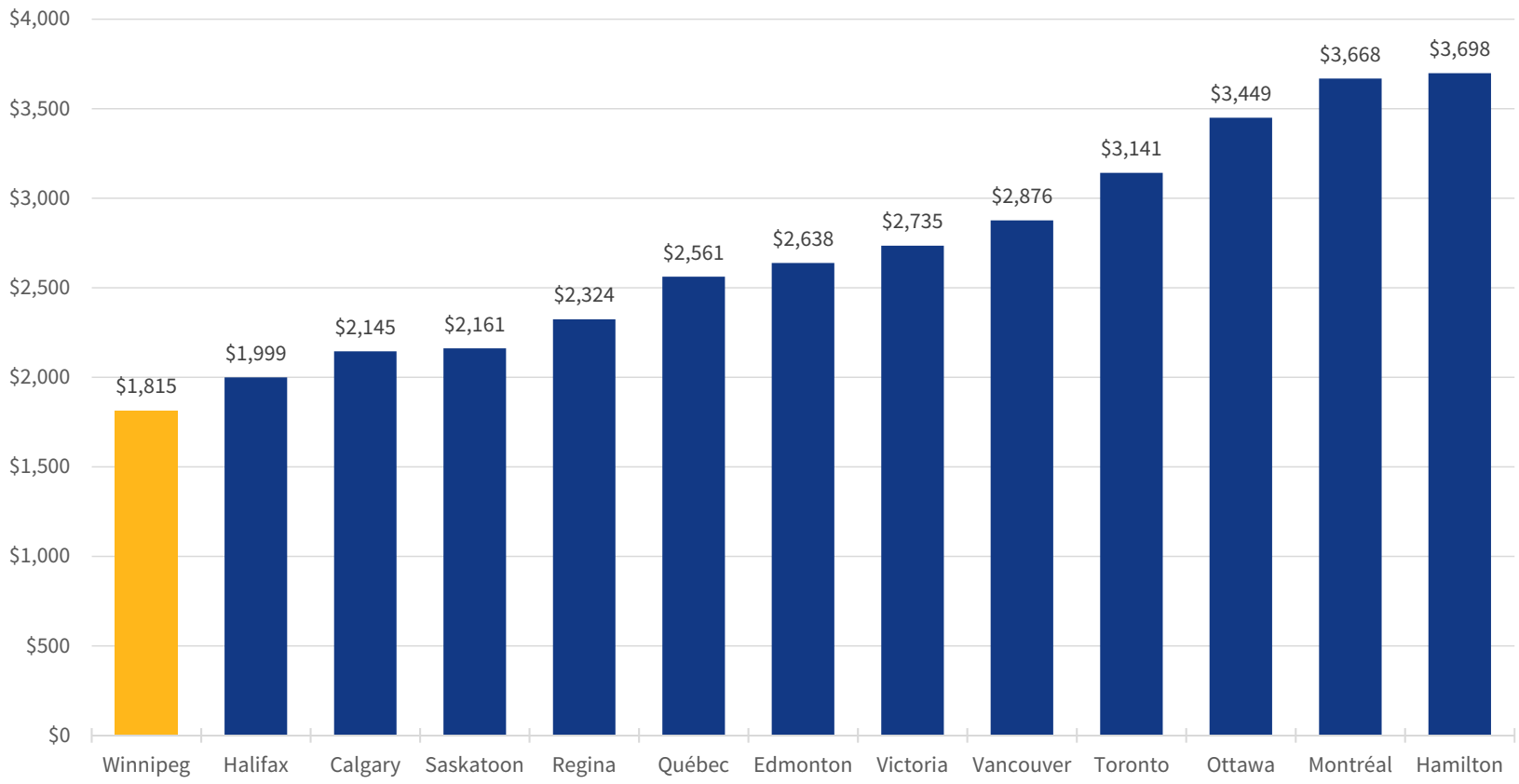
Water and Sewer sales - $324.4 million

Transit Fares- $54.1 million

Government Grants - $197.8 million

Total Operating Revenue ($1.933 billion) fairly consistent with 2021 budget projections ($1.930 billion)

2020 Municipal Property Tax Comparison for Average Home



Source: Cities Assessment and Taxation Websites and various other media sources

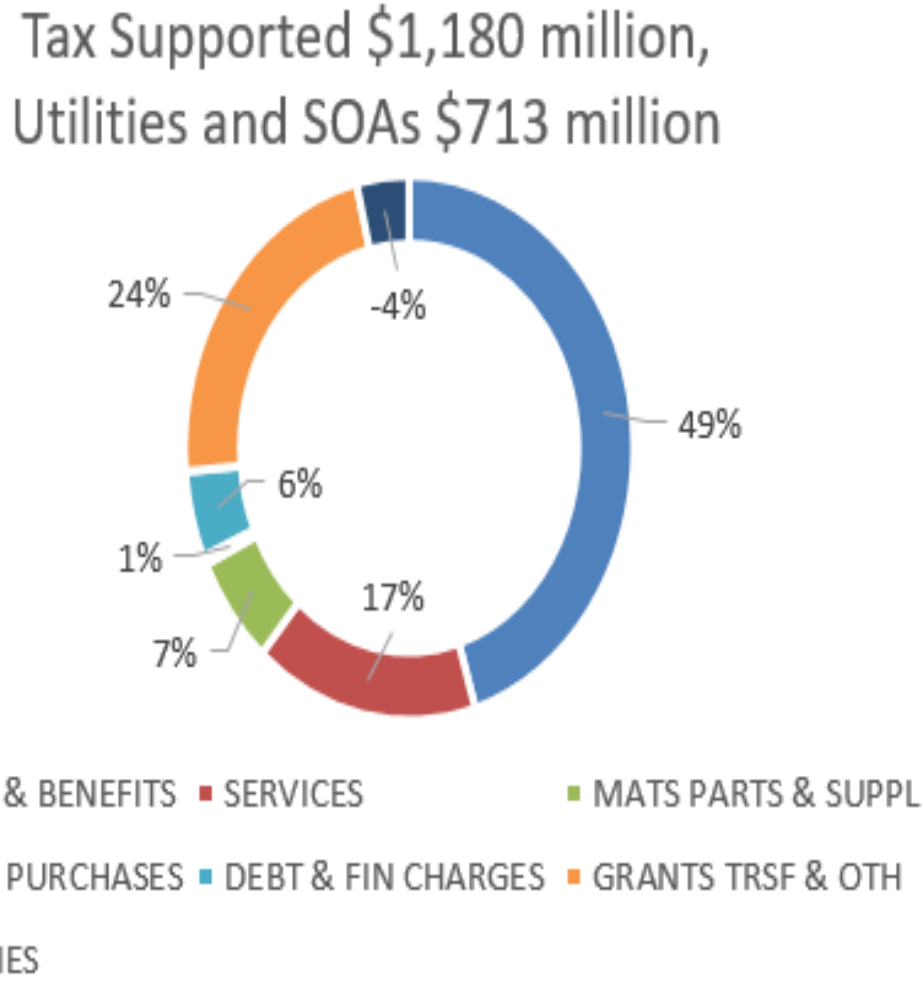
Average Home Assessed at $313,590 in 2021



	2020	2021	Change	
Municipal property taxes (excludes school taxes)	$1,815	$ 1,857	$ 42	2.33%

12 cents per day on the average home

2021 Expenditure Highlights



Total City Expenditures $1.893 billion

Corporate Efficiencies $31.8 million

Capital Budget Summary

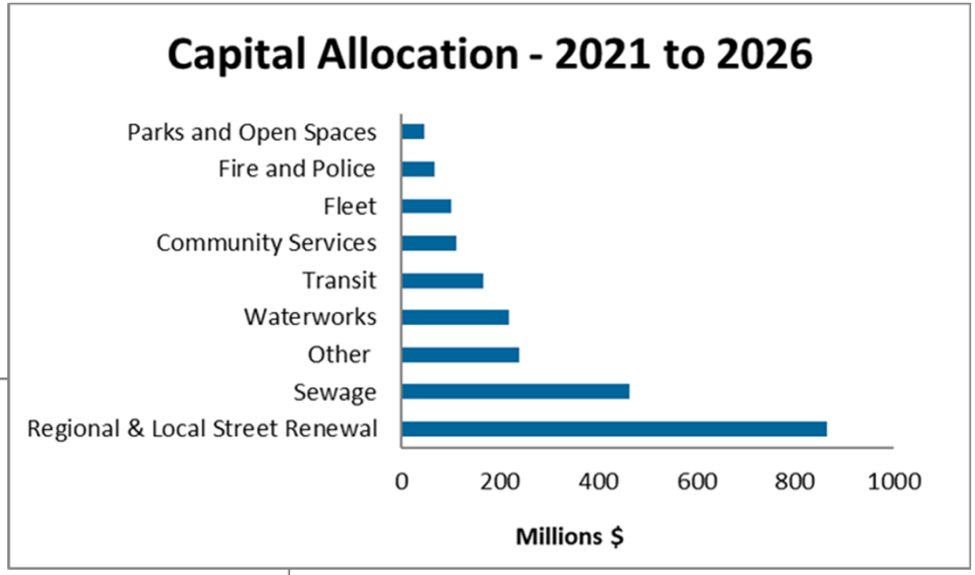
In Millions of $	2020 Adopted Budget	2021 Budget	2022 to 2026 Forecast	6-year Total
Tax Supported	$ 205.9	$224.2	$ 1,039.2	$ 1,263.4
Utilities	147.0	143.8	769.1	912.9
Special Operating Agencies	16.6	18.4	84.0	102.4
TOTAL	**$ 369.5**	**$386.4**	**$ 1,892.4**	**$ 2,278.7**

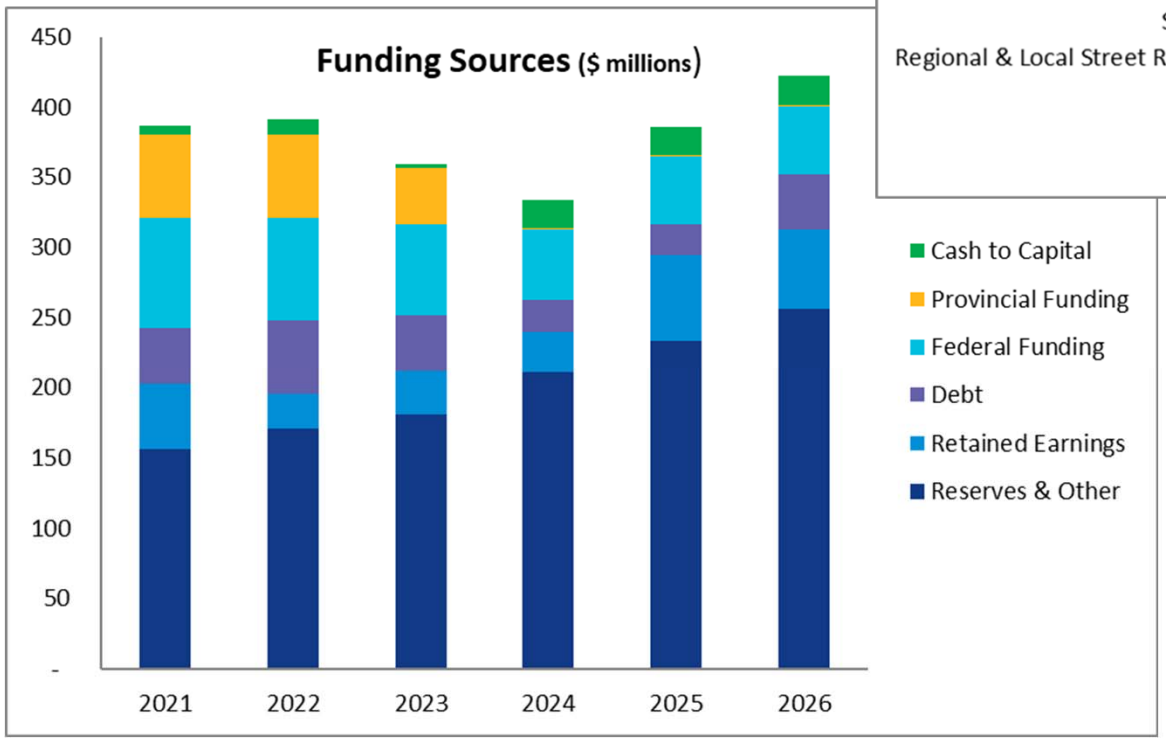
Key Projects in 2021 Budget	
Recreation and Library Facility Investment	Regional and Local Streets
Transit Buses	Southwest Interceptor
Assiniboine Park Conservancy	Urban Forest Enhancement Program
Combined Sewer Overflows	Water Meter Renewal Program

Economic Impact Assessment on 2021 to 2026 Capital Budget

Economic Impact	Manitoba	Rest of Canada
Gross Domestic Product	$997.9 million	$266.3 million
Person Years of Employment	8,308	2,083
Federal Government Tax Revenue	$110.7 million	$28.5 million
Provincial Government Tax Revenue	$111.1 million	N/A

Capital Budget Highlights





Capital Budget Changes

Projects in millions of $	2021	2022	2023	2024	2025	2021 to 2025 Total	2026 [3]	6-year Total
Forecast from 2020 Budget [1]	**363.4**	**365.7**	**329.7**	**337.2**	**390.8**	**1,786.8**	**-**	**1,786.8**
Significant Increase / (Decrease):								
Recreation and Library Facility Invesment Strategy	16.7	16.7	16.6	-	-	50.0		50.0
Assiniboine Park Conservancy	3.1	3.4	3.4	3.4	3.4	16.7	3.4	20.1
Transit Buses	(3.5)	-	0.5	(0.5)	-	(3.5)		(3.5)
Water and Waste [2]	6.6	2.5	8.7	(9.8)	(11.3)	(3.3)		(3.3)
Various / 2026 Changes	0.1	3.0	0.7	3.4	2.7	9.9	418.7	428.6
Total Changes	23.0	25.6	29.9	(3.5)	(5.2)	69.8	422.1	491.9
PRELIMINARY CAPITAL BUDGET	**386.4**	**391.3**	**359.6**	**333.7**	**385.6**	**1,856.6**	**422.1**	**2,278.7**

1. Forecast amounts are from the 2020 Adopted Budget approved by Council on March 20, 2020.

2. Water and Waste changes are mainly due to reallocations between years for various projects.

3. 2026 amounts are new funding within the 6-year capital budget, mainly for existing projects. Some of the significant projects in 2026 include the following (in millions of $):

Regional and Local Street Renewal Program	147.313
Lagimodiere Twin Overpasses Rehabilitation	20.000
Transit Buses	23.391
Water Meter/Sewer/Water Main Renewals	65.250
Combined Sewer Overflow and Basement Flooding Strategy	31.500
Southwest Interceptor	20.000
Fleet Asset Aquisitions	15.670

Strategic Investments

- Recreation and Library Facility Investment Strategy
  - 3-year $50 million proposed investments
    - Multi-use indoor pool renewal
    - Recreation Centres, Arenas, Outdoor Aquatic, Community Centres
    - Libraries
- Regional and Local Street Renewal - $864.1 million 6-year investment
  - Regional Streets - $417.0 million
  - Local Streets - $447.1 million
- Transit Buses - $131.8 million 6-year total
- Pedestrian and cycling program - $11.4 million plus $8.1 million included in Roads over six years

Strategic Investments

- Operating and capital support to Assiniboine Park Conservancy
  - $11.7 million operating grant in 2021, $12.1 million in 2022 and $12.4 million in 2023
  - $5.1 million in 2021 for ongoing infrastructure renewal, 6-year investment $32.1 million

- Continued funding to reduce incidence of combined sewer overflows - $180 million for 6 years

- Urban Forest Enhancement Program, includes Reforestation
  - Operating funding - $13.2 million in 2021, $13.4 million in 2022 and $13.6 million in 2023
  - $6.2 million in 2021 capital budget, 6-year capital investment $29.2 million

- Water Meter Renewal Program - $39 million in 2025 and 2026

- Southwest Interceptor - $60 million as of 2026

Debt Strategy

Purpose

- To proactively set debt limits
- To establish a prudent level of debt to support the City's capital infrastructure program
- To maintain an appropriate credit rating
- Continued long-term financial flexibility and sustainability

Debt Metrics	Maximum	As at December 31, 2019	Forecasted Peak
Debt as a % of revenue			
City	90.0%	64.2%	79.2%
Tax-supported and other funds	80.0%	56.6%	65.2%
Utilities and other	220.0%	64.1%	99.4%
Debt-servicing as a % of revenue			
City	11.0%	4.3%	6.5%
Tax-supported and other funds	10.0%	4.6%	5.1%
Utilities and other	20.0%	3.1%	9.4%
Debt per capita			
City	$ 2,800	$ 1,799	$ 2,066
Tax-supported and other funds	$ 1,500	$ 1,016	$ 1,144
Utilities and other	$ 1,500	$ 677	$ 828

Note: "City" includes "tax-supported and other funds", "Utilities and Other" and consolidated entities. "Tax-supported and other funds" includes Municipal Accommodations and Fleet Management. "Utilities and Other" includes Transit System, Waterworks System, Sewage Disposal System and Solid Waste Disposal. "Forecasted Peak" does not account for the implications of consolidated accounting entries.

Debt Strategy - Credit Rating

S&P Global – AA/Stable/since January 2003 (Reaffirmed November 2020) based on the following strengths:

- The city's well-diversified economy and robust levels of reserves and liquid assets will help it weather current pressures and preserve its credit metrics over the medium term
- Winnipeg's cost-containment efforts and emergency government support will limit the net impact of the COVID-19 pandemic on the city's budgetary performance
- The city's diversified economy will facilitate the path to recovery in the next two years
- Winnipeg's prudent financial management and robust liquidity will help to sustain the city's creditworthiness in the longer term
- Winnipeg has strong access to external liquidity, given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments

Debt Strategy - Credit Rating

Moody's – Aa2 Stable

- In June 2020, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable

Moody's noted in the report "The credit profile also reflects near-term economic and fiscal pressures stemming from the coronavirus pandemic, weakening reserve levels and an elevated debt burden which we expect will be between 95% and 100% of operating revenue over the next two years."

The City's credit rating has benefited from:

- Economic diversity providing buffer against coronavirus-related pressures and volatility in economic cycles
- Strong debt affordability despite elevated debt burden
- Strong governance and management structure and mature institutional framework



Budget Outlook

Budget Outlook

Multi-year Balanced Budget

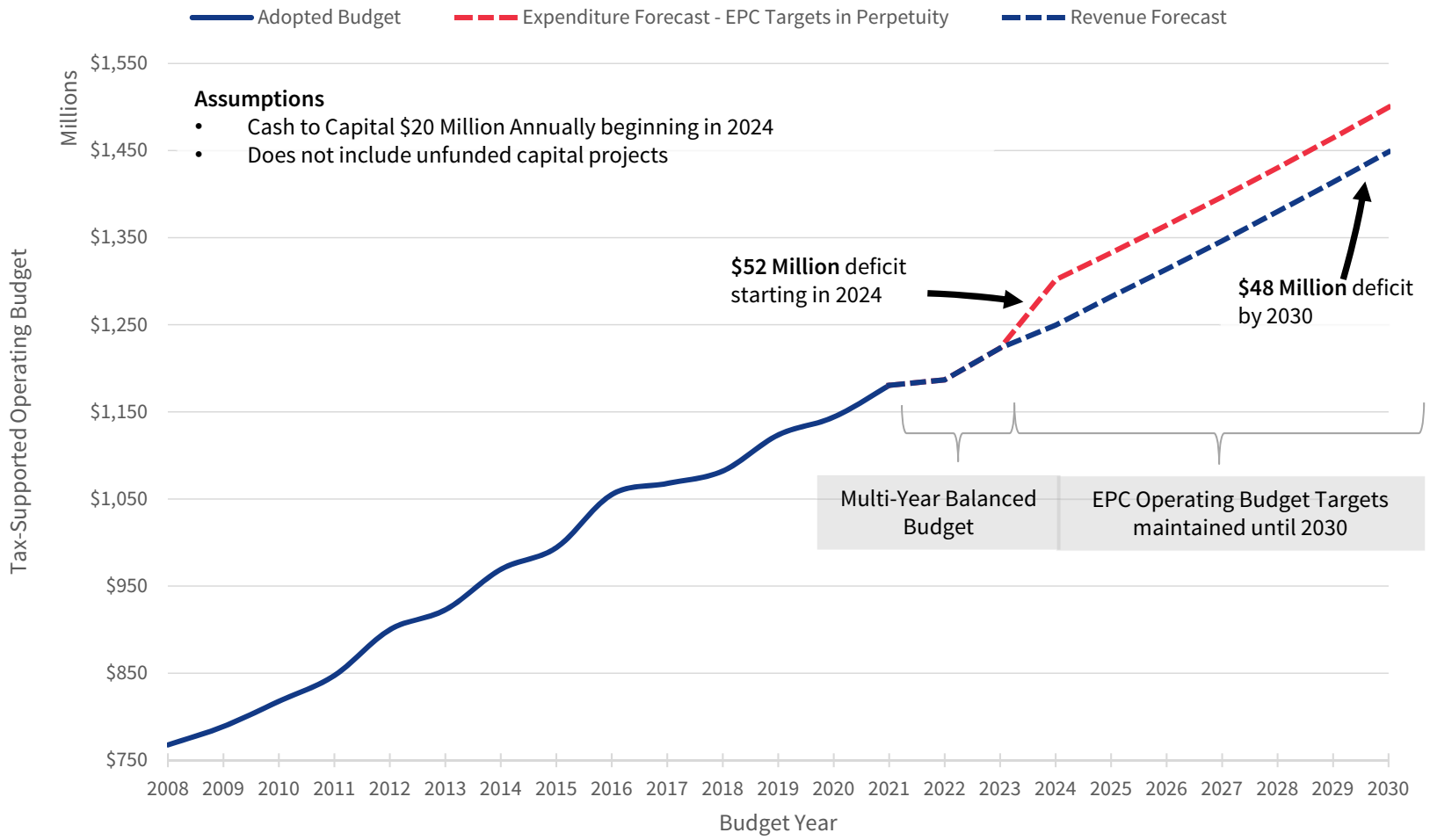
- Focused on maintaining the balanced operating budget (2021 to 2023) and 6-year capital program

- Next steps:
  - Annual budget review and update
    - 2022 budget update by current Council
    - 2023 first budget by the next Council

  - New multi year budget cycle 2024 to 2027 with balanced operating and capital budgets

Budget Outlook

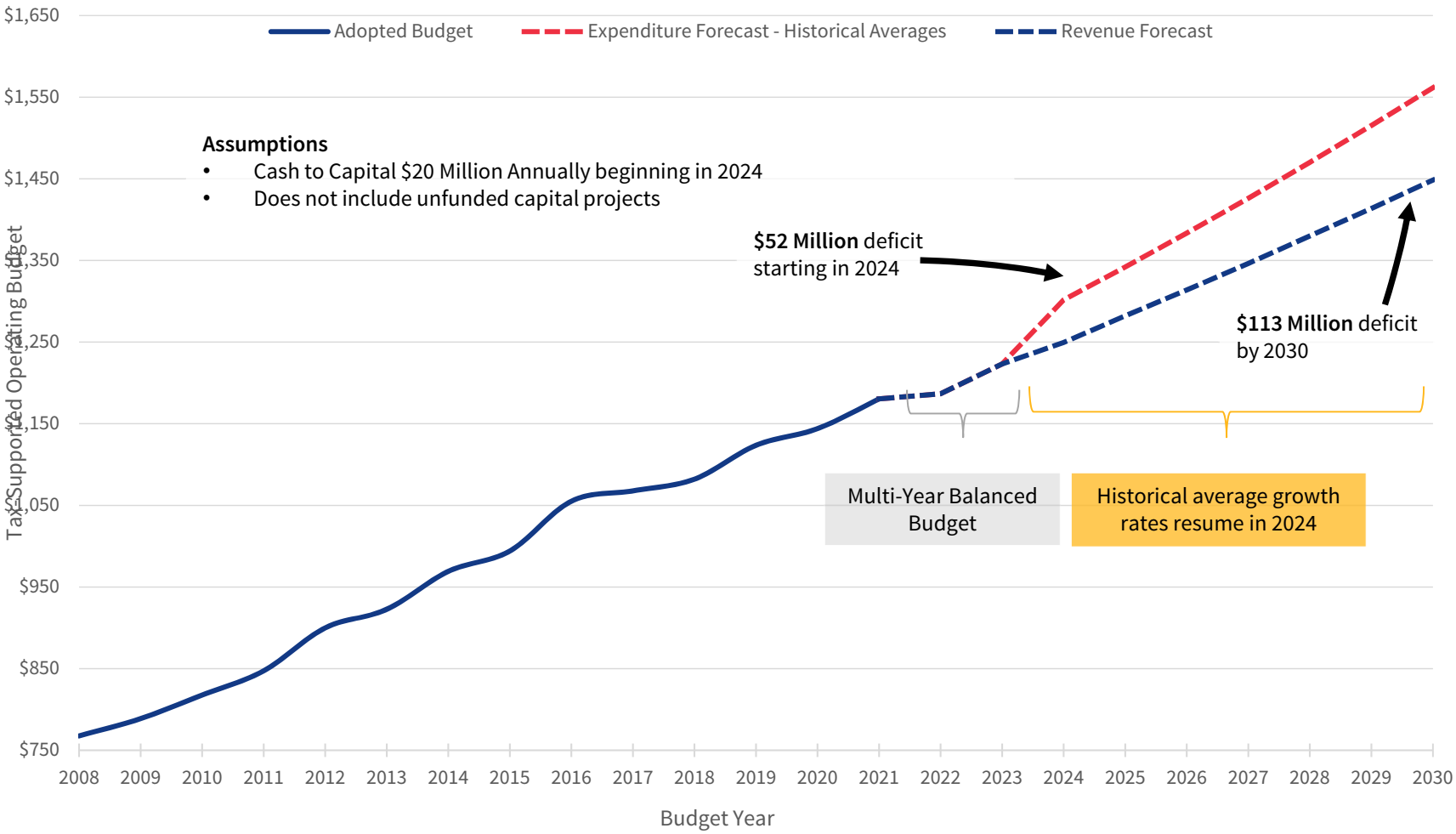
Tax-Supported Operating Budget Forecast – If EPC Targets maintained until 2030



Source: City of Winnipeg Economic Research

Budget Outlook

Tax-Supported Operating Budget Forecast – If Historical Average Growth Rates Resume in 2024

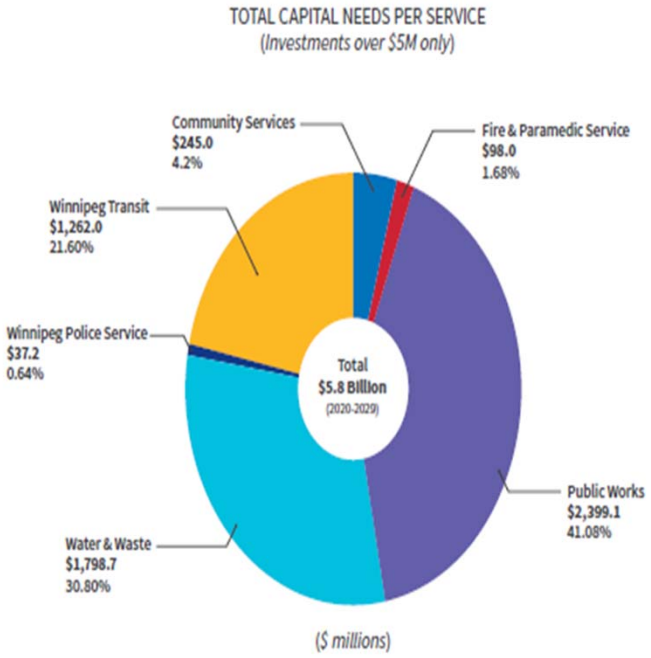


Source: City of Winnipeg Economic Research

Budget Outlook

- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable

- Operating and Capital Budgets
  - New long-term growth revenue sources will be required in the future to address the future years operational deficit and unfunded capital forecast.
  - Based on the 2018 State of the Infrastructure Report, Winnipeg's infrastructure deficit over 10 years was estimated at $6.9 billion
  - 2020 City Infrastructure Plan – prioritized list of investments over $5 million amounted to $5.8 billion. Approximately half of the 10 year capital plan.



Schedule of Meetings

Multi-year Operating and Capital Budget

Date	Committee
Friday, November 27, 2020	Special Executive Policy Committee Meeting to Table Budget
Tuesday, December 1, 2020	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Regular Meeting)
Wednesday, December 2, 2020	Standing Policy Committee on Protection, Community Services and Parks (Regular Meeting)
Friday, December 4, 2020	Standing Policy Committee on Infrastructure Renewal and Public Works (Regular Meeting)
Monday, December 7, 2020	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Regular Meeting)
Tuesday, December 8, 2020	Standing Policy Committee on Innovation and Economic Development (Regular Meeting)
Thursday, December 10, 2020	Winnipeg Police Board (Special Meeting)
Friday, December 11, 2020	Executive Policy Committee to hear delegations on Budgets (Special Meeting)
Tuesday, December 15, 2020	Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations (Special Meeting)
Wednesday, December 16, 2020	Special Meeting of Council to consider Budgets

Service Based Budget



Photo: Roger Harris, courtesy Tourism Winnipeg

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2021 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services (millions of $)	2021 Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
5	Roadway Construction and Maintenance	68.892	145.694	(76.802)	229
8	Transportation Planning and Traffic Management	2.922	18.418	(15.496)	165
11	Roadway Snow Removal and Ice Control	0.113	35.031	(34.918)	133
14	*Public Transit*	207.408	207.408	-	1,624
	Public Transit - Subsidy	-	104.272	(104.272)	
17	City Beautification	0.061	17.557	(17.496)	120
	Infrastructure Renewal and Public Works	279.396	528.380	(248.984)	2,271
	Water and Waste, Riverbank Management and the Environment				
21	*Water*	138.091	123.946	14.145	404
24	*Wastewater*	203.354	170.859	32.495	413
27	*Land Drainage and Flood Control*	5.171	5.637	(0.466)	27
30	Solid Waste Collection	1.187	24.610	(23.423)	12
32	*Solid Waste Disposal (4)*	16.107	13.934	2.173	40
35	*Recycling and Waste Diversion (4)*	34.622	38.108	(3.486)	81
	Water and Waste, Riverbank Management and the Environment	398.532	377.094	21.438	977
	Property and Development, Heritage and Downtown Development				
39	City Planning	0.001	2.203	(2.202)	20
42	Neighbourhood Revitalization	0.162	1.916	(1.754)	1
45	Development Approvals, Building Permits and Inspections	26.047	20.597	5.450	208
48	Heritage Conservation	-	0.301	(0.301)	2
50	Property Asset Management	15.549	12.317	3.232	46
53	*Municipal Accommodations*	73.783	73.783	-	286
55	Cemeteries	1.817	2.623	(0.806)	26
	Property and Development, Heritage and Downtown Development	117.359	113.740	3.619	589
	Protection, Community Services and Parks / Winnipeg Police Board				
59	Police Response	26.185	255.789	(229.604)	1,558
62	Crime Prevention	1.657	51.063	(49.406)	294
65	Traffic Safety and Enforcement	19.249	19.463	(0.214)	91
68	Fire and Rescue Response	5.183	141.276	(136.093)	920
71	Fire and Injury Prevention	1.202	6.349	(5.147)	42
74	Medical Response	67.384	67.384	-	422
77	Emergency Management	-	1.386	(1.386)	9
79	Recreation	9.150	59.653	(50.503)	376
82	Parks and Urban Forestry	1.705	38.184	(36.479)	310
86	Community Liveability	1.221	7.706	(6.485)	57
89	Libraries	2.312	31.835	(29.523)	270
92	Arts, Entertainment and Culture	-	20.922	(20.922)	6
95	Insect Control	3.907	10.400	(6.493)	66
	Protection, Community Services and Parks / Winnipeg Police Board	139.155	711.410	(572.255)	4,421
	Innovation and Economic Development				
97	Innovation, Transformation and Technology	-	25.829	(25.829)	167
100	Economic Development	2.000	1.303	0.697	3
102	*Winnipeg Fleet Management Special Operating Agency (SOA)*	50.229	49.617	0.612	109
105	*Winnipeg Parking Authority Special Operating Agency (SOA)*	16.844	23.368	(6.524)	63
108	*Golf Services Special Operating Agency (SOA)*	3.347	2.693	0.654	24
	Golf Services - Subsidy	-	0.730	(0.730)	
110	*Animal Services Special Operating Agency (SOA)*	3.901	3.751	0.150	27
	Animal Control and Care - Subsidy	-	1.271	(1.271)	
	Innovation and Economic Development	76.321	108.562	(32.241)	393
	Executive Policy Committee				
113	Organizational Support Services	0.739	26.996	(26.257)	223
117	Assessment, Taxation and Corporate	921.490	8.117	913.373	130
121	Contact Centre - 311	-	4.320	(4.320)	75
123	Council Services	0.096	14.253	(14.157)	81
	Executive Policy Committee	922.325	53.686	868.639	509
	Total City Services	**1,933.088**	**1,892.872**	**40.216**	**9,160**

Notes: (1) Amounts in the financial tables are system generated and rounded to the nearest thousand. Therefore, totals and sub-totals may be impacted.

(2) Services in black font are included in General Revenue Fund.

(3) Services in coloured font are separate utility / SOA funds.

(4) Services included in Solid Waste fund.

2021 Preliminary Operating Budget - All Services Tax Supported, Utilities and SOAs

Section 2 Page #	Services (millions of $)	Net Revenue / (Cost) 2022	2023
	Infrastructure Renewal and Public Works		
5	Roadway Construction and Maintenance	(89.887)	(102.838)
8	Transportation Planning and Traffic Management	(15.652)	(15.906)
11	Roadway Snow Removal and Ice Control	(35.062)	(35.452)
14	*Public Transit*	-	-
	Public Transit - Subsidy	(78.501)	(85.306)
17	City Beautification	(17.875)	(17.757)
	Infrastructure Renewal and Public Works	(236.977)	(257.259)
	Water and Waste, Riverbank Management and the Environment		
21	*Water*	15.241	16.208
24	*Wastewater*	29.469	33.610
27	*Land Drainage and Flood Control*	(0.469)	(0.472)
30	Solid Waste Collection	(22.674)	(23.658)
32	*Solid Waste Disposal (4)*	0.287	0.137
35	*Recycling and Waste Diversion (4)*	(1.043)	(1.822)
	Water and Waste, Riverbank Management and the Environment	20.811	24.003
	Property and Development, Heritage and Downtown Development		
39	City Planning	(2.237)	(2.281)
42	Neighbourhood Revitalization	(1.759)	(1.763)
45	Development Approvals, Building Permits and Inspections	10.016	10.783
48	Heritage Conservation	(0.295)	(0.300)
50	Property Asset Management	3.402	3.573
53	*Municipal Accommodations*	-	-
55	Cemeteries	(0.808)	(0.806)
	Property and Development, Heritage and Downtown Development	8.319	9.206
	Protection, Community Services and Parks / Winnipeg Police Board		
59	Police Response	(237.759)	(238.405)
62	Crime Prevention	(50.860)	(52.122)
65	Traffic Safety and Enforcement	(0.313)	(0.568)
68	Fire and Rescue Response	(138.439)	(141.325)
71	Fire and Injury Prevention	(5.247)	(5.356)
74	Medical Response	-	-
77	Emergency Management	(1.401)	(1.422)
79	Recreation	(46.248)	(47.700)
82	Parks and Urban Forestry	(37.182)	(37.267)
86	Community Liveability	(6.615)	(6.742)
89	Libraries	(30.076)	(30.327)
92	Arts, Entertainment and Culture	(21.543)	(21.806)
95	Insect Control	(8.147)	(8.249)
	Protection, Community Services and Parks / Winnipeg Police Board	(583.830)	(591.289)
	Innovation and Economic Development		
97	Innovation, Transformation and Technology	(26.641)	(25.968)
100	Economic Development	(1.305)	(1.306)
102	*Winnipeg Fleet Management (SOA)*	0.419	0.810
105	*Winnipeg Parking Authority (SOA)*	(0.274)	(0.274)
108	*Golf Services (SOA)*	0.708	0.766
	Golf Services - Subsidy	(0.730)	(0.730)
110	*Animal Services (SOA)*	0.135	0.116
	Animal Control and Care - Subsidy	(1.271)	(1.271)
	Innovation and Economic Development	(28.959)	(27.857)
	Executive Policy Committee		
113	Organizational Support Services	(26.306)	(26.762)
117	Assessment, Taxation and Corporate	910.247	938.297
121	Contact Centre - 311	(4.415)	(4.519)
123	Council Services	(13.948)	(14.269)
	Executive Policy Committee	865.578	892.747
	Total City Services	**44.942**	**49.551**

Notes: (1) Amounts in the financial tables are system generated and rounded to the nearest thousand. Therefore, totals and sub-totals may be impacted.

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(3) Services in coloured font are separate utility / SOA funds.

(4) Services included in Solid Waste fund.

2021 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services	Full-time Equivalent Positions					
		2019 Actual	2020 Budget	2021 Preliminary Budget	2021 Compared to 2020 Variance *	2022 Projection	2023 Projection
	Infrastructure Renewal and Public Works						
6	Roadway Construction and Maintenance	227	229	229	-	228	228
9	Transportation Planning and Traffic	158	165	165	-	165	165
12	Roadway Snow Removal and Ice Control	125	133	133	-	133	133
15	Public Transit	1,503	1,605	1,624	19	1,619	1,620
	Public Transit - Subsidy	-			-		
18	City Beautification	134	120	120	-	120	120
	Infrastructure Renewal and Public Works	2,147	2,252	2,271	19	2,265	2,266
	Water and Waste, Riverbank Management and the Environment						
22	Water	390	404	404	-	404	404
25	Wastewater	398	413	413	-	413	413
28	Land Drainage and Flood Control	28	27	27	-	27	27
31	Solid Waste Collection	10	17	12	(5)	12	12
33	Solid Waste Disposal	42	40	40	-	40	40
36	Recycling and Waste Diversion	69	81	81	-	81	81
	Water and Waste, Riverbank Management and the Environment	937	982	977	(5)	977	977
	Property and Development, Heritage and Downtown Development						
40	City Planning	17	20	20	-	20	19
43	Neighbourhood Revitalization	8	1	1	-	1	1
46	Development Approvals, Building Permits and Inspections	218	206	208	2	198	188
49	Heritage Conservation	2	3	2	(1)	2	2
51	Property Asset Management	39	47	46	(1)	45	45
53	Municipal Accommodations	281	286	286	-	286	285
56	Cemeteries	27	24	26	2	26	26
	Property and Development, Heritage and Downtown Development	592	587	589	2	578	566
60	Police Response	1,548	1,554	1,558	4	1,558	1,558
63	Crime Prevention	298	297	294	(3)	294	294
66	Traffic Safety and Enforcement	84	91	91	-	91	91
69	Fire and Rescue Response	941	919	920	1	920	920
72	Fire and Injury Prevention	43	42	42	-	42	42
75	Medical Response	423	411	422	11	422	422
78	Emergency Management	5	9	9	-	9	9
80	Recreation	361	378	376	(2)	376	376
83	Parks and Urban Forestry	338	311	310	(1)	310	310
87	Community Liveability	55	56	57	1	57	56
90	Libraries	260	275	270	(5)	270	270
93	Arts, Entertainment and Culture	8	6	6	-	6	6
96	Insect Control	65	67	66	(1)	66	66
	Protection, Community Services and Parks / Winnipeg Police Board	4,429	4,416	4,421	5	4,421	4,420
	Innovation and Economic Development						
98	Innovation, Transformation and Technology	152	166	167	1	167	167
101	Economic Development	4	3	3	-	3	3
103	Winnipeg Fleet Management (SOA)	120	119	109	(10)	102	102
106	Winnipeg Parking Authority (SOA)	50	62	63	1	63	63
109	Golf Services (SOA)	20	24	24	-	24	24
111	Animal Services (SOA)	25	27	27	-	27	27
	Innovation and Economic Development	371	401	393	(8)	386	386
	Executive Policy Committee				-		
115	Organizational Support Services	223	217	223	6	223	221
118	Assessment, Taxation and Corporate	121	130	130	-	130	130
122	Contact Centre - 311	101	80	75	(5)	75	75
125	Council Services	99	79	81	2	86	79
	Executive Policy Committee	544	506	509	3	514	505
	Total City Services	**9,020**	**9,144**	**9,160**	**16**	**9,141**	**9,120**

* Full-time equivalent position variance explanations are noted in their respective service based budget sheets - refer to page numbers noted above.

2021 Preliminary Budget
Capital and Reserves

Section 2 Page #	Services (millions of $)	Capital 2021 Budget	Capital 5-Year Forecast	Capital 6-Year Total	Reserve 2021 Balance
	Infrastructure Renewal and Public Works				
7	Roadway Construction and Maintenance	160.608	830.591	991.199	7.424
10	Transportation Planning and Traffic Management	2.748	9.750	12.498	
13	Roadway Snow Removal and Ice Control		0.478	0.478	
16	*Public Transit*	23.712	141.748	165.460	8.234
19	City Beautification		1.220	1.220	
	Infrastructure Renewal and Public Works	187.068	983.787	1,170.855	15.658
	Water and Waste, Riverbank Management and the Environment				
23	*Water*	33.020	186.325	219.345	24.769
26	*Wastewater*	76.270	387.775	464.045	166.167
29	*Land Drainage and Flood Control*	4.510	29.735	34.245	
34	*Solid Waste Disposal*	2.550	14.950	17.500	3.402
37	*Recycling and Waste Diversion*		0.450	0.450	2.813
	Water and Waste, Riverbank Management and the Environment	116.350	619.235	735.585	197.151
	Property and Development, Heritage and Downtown Development				
44	Neighbourhood Revitalization				2.503
47	Development Approvals, Building Permits and Inspections	2.047	1.119	3.166	
49	Heritage Conservation	-	0.100	0.100	0.569
52	Property Asset Management			-	22.291
54	*Municipal Accommodations*	3.936	8.103	12.039	
57	Cemeteries	0.936	0.250	1.186	20.653
	Property and Development, Heritage and Downtown Development	6.919	9.572	16.491	46.016
	Protection, Community Services and Parks / Winnipeg Police Board				
61	Police Response	4.990	20.861	25.851	
70	Fire and Rescue Response	2.404	39.858	42.262	
78	Emergency Management	0.150		0.150	
81	Recreation	25.635	44.839	70.474	
85	Parks and Urban Forestry	12.715	38.029	50.744	8.970
88	Community Liveability	1.000	1.000	2.000	
91	Libraries	1.238	6.650	7.888	
94	Arts, Entertainment and Culture	5.225	27.250	32.475	
96	Insect Control				1.000
	Protection, Community Services and Parks / Winnipeg Police Board	53.357	178.487	231.844	9.970
	Innovation and Economic Development				
99	Innovation, Transformation and Technology	3.938	15.283	19.221	2.536
101	Economic Development				2.305
104	*Winnipeg Fleet Management (SOA)*	18.237	83.115	101.352	
107	*Winnipeg Parking Authority (SOA)*	0.123	0.900	1.023	
	Innovation and Economic Development	22.298	99.298	121.596	4.841
	Executive Policy Committee				
120	Assessment, Taxation and Corporate	0.237	1.224	1.461	136.798
122	Contact Centre - 311	0.100	0.207	0.307	
126	Council Services	0.100	0.510	0.610	
	Executive Policy Committee	0.437	1.941	2.378	136.798
	Total City Services	**386.429**	**1,892.320**	**2,278.749**	**410.434**

* Information is found on the last page of the service based sheets.

** The 6-year capital program may include temporary capital funded Full Time Equivalents (FTEs). If applicable, the FTE information will be noted on the capital detail sheets – see the Supplement to the 2021 Preliminary Budget.

Infrastructure Renewal and Public Works



Photo: City of Winnipeg

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Roadway Construction and Maintenance

Includes:

- *Bridge Construction & Maintenance*
- *Regional Streets Construction & Maintenance*
- *Local Streets Construction & Maintenance*
- *Regional Sidewalk Construction & Maintenance*
- *Local Sidewalk Construction & Maintenance*

Description

To provide citizens with access to well-maintained roadways, sidewalks and bridges in order to ensure the safe, efficient movement of people, goods and services.

Key Goals

1. Expand and refine Roadway Asset Management systems.
2. Support Downtown revitalization.
3. Provide optimized delivery of infrastructure projects.
4. Utilize principles of environmental stewardship.
5. Coordinate processes with other major project stakeholders.
6. Implement active transportation components in regional street projects where feasible.

Service Level Statistics

Description	2017	2018	2019
Roadway transferred from developers (lane-km)	54.8	31.3	25.1
Capital Addition of Regional Streets (lane-km)	0.6	0.0	0.0
Capital Reconstruction of Regional Streets (lane-km) [A]	2.8	24.0	15.0
Capital Rehabilitation of Regional Streets (lane-km) [A]	24.9	9.6	17.2
Capital Reconstruction of Local Streets (lane-km)	17.9	28.1	15.0
Capital Rehabilitation of Local Streets (lane-km)	78.1	66.3	47.2
Capital Addition of Surfaced Alleys (lane-km)	3.5	1.6	1.6
Capital Reconstruction of Alleys (lane-km)	3.6	7.6	0.0
New Pedestrian/Cycle Pathways (metres) [B]	8,609	14,143	5,938
Major Bridge Rehabilitations	3 locations $17,333,000	8 locations $23,555,000	5 locations $24,586,000
Significant Bridge Maintenance Repair Works	26 locations $1,435,000	22 locations $506,000	25 locations $484,182
Slope Stabilization Works	1 location $3,500,000	1 location $3,000,000	1 location $300,000
Bridge Deck Sealing Program	0	2 locations $302,000	3 locations $1,274,000
Overhead Sign Structure Maintenance	1 location $27,500	0	4 locations $329,000
Pumping Station Maintenance	1 location $446,000	1 location $350,000	1 location $42,000

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projected	2023 Projected
Service revenue	69.143	68.709	68.892		69.339	69.787
Provincial funding (service specific)	-	-	-		-	-
Revenues	**69.143**	**68.709**	**68.892**	**1**	**69.339**	**69.787**
Salaries and benefits	17.391	18.635	18.785		19.026	19.347
Services	16.295	18.055	17.789		17.773	18.166
Materials, parts, and supplies	7.422	8.497	8.603		8.631	8.640
Assets and purchases	0.038	0.036	0.037		0.037	0.037
Grants, transfers and other	3.691	1.764	1.788		1.796	1.802
Recoveries	(9.040)	(12.022)	(12.015)		(12.005)	(11.998)
Operating Expenses	**35.798**	**34.965**	**34.988**		**35.258**	**35.995**
Transfer to Capital	3.068	5.880	1.678		1.842	1.478
Transfer to Capital - Frontage Levy	10.000	10.000	10.000		10.000	10.000
Transfer to Local Street Renewal Reserve	35.370	41.270	47.370		53.670	64.670
Transfer to Regional Street Renewal Reserve	30.870	36.770	42.870		49.170	51.170
Debt and finance charges	10.805	9.450	8.788		9.286	9.312
Total Expenses	**125.911**	**138.336**	**145.694**	**2**	**159.226**	**172.625**
Mill Rate Support/(Contribution)	**56.768**	**69.626**	**76.802**		**89.887**	**102.838**
Full-time Equivalent Positions	**210**	**229**	**229**		**228**	**228**

Explanation of 2021 change from 2020

(in millions of $)

1 Revenues

Increase in frontage levy revenue	0.156
Miscellaneous adjustments	0.027
	0.183

2 Expenses

Transfer to Regional Street Renewal Reserve	6.100
Transfer to Local Street Renewal Reserve	6.100
Increase in salaries and benefits	0.150
Transfer to Capital	(4.202)
Decrease in debt and finance charges	(0.662)
Decrease in fleet related expenditures	(0.238)
Miscellaneous adjustments	0.110
	7.358

Roadway Construction and Maintenance

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Bridge Constr & Maint	Revenue	10.038	10.007	10.007	10.007	10.007
	Operating expenses	2.740	2.859	2.789	2.817	2.859
	Transfer to Capital	10.855	13.128	11.478	11.478	11.478
		3.557	5.980	4.260	4.288	4.330
Regl Streets Constr & Maint	Revenue	29.545	29.458	29.545	29.747	29.950
	Operating expenses	21.221	19.237	19.468	19.936	20.190
	Transfer to Capital	1.602	38.345	43.070	49.261	51.170
		(6.722)	28.123	32.993	39.450	41.410
Local Streets Constr & Maint	Revenue	25.884	25.657	25.740	25.939	26.138
	Operating expenses	18.351	18.675	17.835	18.047	18.435
	Transfer to Capital	66.347	41.270	47.370	53.670	64.670
		58.813	34.288	39.466	45.778	56.967
Regl Sidewalk Constr & Maint	Revenue	0.997	0.999	1.002	1.015	1.027
	Operating expenses	1.093	0.962	0.975	0.993	1.017
	Transfer to Capital	0.467	0.589	-	0.136	-
		0.562	0.552	(0.027)	0.114	(0.010)
Local Sidewalk Constr & Maint	Revenue	2.678	2.588	2.598	2.632	2.665
	Operating expenses	3.199	2.682	2.709	2.751	2.806
	Transfer to Capital	0.037	0.589	-	0.137	-
		0.558	0.683	0.111	0.256	0.141
Mill Rate Support/(Contribution)		**56.768**	**69.626**	**76.802**	**89.887**	**102.838**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Federal Gas Tax Reserve	1.311	13.692	6.995	3.432	1.454
- Local Street Renewal Reserve	0.104	0.205	0.204	0.201	0.199
- Regional Street Renewal Res	0.124	0.225	0.225	0.225	0.225

Note: Balances in Federal Gas Tax Reserve include Winnipeg Transit, Community Services, and Municipal Accommodations portions.

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	160.608	830.591	991.199

Transportation Planning and Traffic Management

Includes:

- *Transportation Planning & Design*
- *Traffic/Right-of-Way Management*

Description

To plan, design and manage the transportation system and the traffic regulatory environment to provide a safe, environmentally-aware, accessible and sustainable transportation system.

Key Goals

1. Provide integrated transportation and land use planning.
2. Provide an accessible transportation system.
3. Invest in equipment and technology that supports a sustainable transportation system.
4. Expand the Active Transportation System network.
5. Support Downtown revitalization initiatives.
6. Maintain or improve service levels on the street system.

Service Level Statistics

Description	2017	2018	2019
Lane Kilometres of Regional Streets	1,824	1,824	1,824
Lane Kilometres of Truck Routes	1,777	1,777	1,777
Number of Signalized Intersections	665	674	676
Number of Accessible Pedestrian Signals	521	583	644
Number of Pedestrian Corridors	181	185	182
Kilometres of Active Transportation Facilities	419	431	431
Kilometres of Multi-use paths	211	223	250
Kilometres of Bike Lanes	50	53	80
Kilometres of Sharrows	37	37	33
Kilometres of Bike Boulevards	56	56	62
Transportation System Use Estimates			
Daily Vehicle-Kilometre of Travel	10.28 million	10.33 million	10.31 million

Transportation Planning and Traffic Management

Contributing Departments

Public Works 99 %
Planning, Prop. & Devl. 1 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	2.974	2.886	2.922		2.974	3.027
Provincial funding (service specific)	-	-	-		-	-
Revenues	**2.974**	**2.886**	**2.922**	**1**	**2.974**	**3.027**
Salaries and benefits	13.789	14.753	14.902		15.113	15.399
Services	3.825	3.336	3.261		3.219	3.255
Materials, parts and supplies	2.690	2.415	2.432		2.438	2.439
Assets and purchases	0.125	0.079	0.085		0.085	0.085
Grants, transfers and other	1.313	1.138	1.154		1.161	1.166
Recoveries	(6.450)	(3.461)	(3.465)		(3.465)	(3.468)
Operating expenses	**15.292**	**18.260**	**18.370**		**18.552**	**18.876**
Transfer to Capital	1.248	1.044	-		0.020	-
Debt and finance charges	0.034	0.029	0.049		0.054	0.056
Total Expenses	**16.574**	**19.332**	**18.418**	**2**	**18.626**	**18.932**
Mill Rate Support/(Contribution)	**13.600**	**16.446**	**15.496**		**15.652**	**15.906**
Full-time Equivalent Positions	**154**	**165**	**165**		**165**	**165**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.036
	0.036

2 Expenses

Increase in salaries and benefits	0.149
Increase in debt and finance	0.020
Transfer to Capital	(1.044)
Decrease in fleet related expenditures	(0.075)
Miscellaneous adjustments	0.036
	(0.914)

Transportation Planning and Traffic Management

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Transportation Plan & Design	Revenue	0.099	0.061	0.062	0.063	0.064
	Operating expenses	1.294	1.369	1.456	1.481	1.529
	Transfer to Capital	1.174	0.093	-	0.020	-
		2.369	1.402	1.394	1.438	1.465
Traffic/Right of Way Mgt	Revenue	2.875	2.826	2.861	2.911	2.963
	Operating expenses	14.032	16.920	16.963	17.125	17.404
	Transfer to Capital	0.074	0.950	-	-	-
		11.231	15.044	14.102	14.214	14.441
Mill Rate Support/(Contribution)		**13.600**	**16.446**	**15.496**	**15.652**	**15.906**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	2.748	9.750	12.498

Roadway Snow Removal and Ice Control

Includes:

- *Regional Streets Snow and Ice Removal*
- *Local Streets Snow and Ice Removal*
- *Sidewalk Snow and Ice Removal*
- *Park & Facility Snow and Ice Removal*
- *Snow Disposal Sites*

Description

Undertake effective roadway snow and ice control services in order to provide safe and accessible conditions on city streets and sidewalks during the winter season.

Key Goals

1. To provide the citizens of Winnipeg with safe and accessible roadway infrastructure during the winter months by delivering efficient and effective snow and ice control services.
2. To implement Best Management Practices for the municipal use of road salt for snow and ice control in winter months in accordance with Environment Canada's Code of Practice for Road Salt Management.
3. To work closely with the private sector to ensure there is a sustainable quantity of private sector equipment to assist the City in carrying out the winter snow clearing operations.
4. To examine various options for the provision of snow disposal sites and develop a long term strategy to provide this service in a cost-effective manner in the future.

Service Level Statistics

Description	2017	2018	2019
Annual Snowfall (centimetres)	93	95	136
Days of Snowfall (3 cm or more)	11	6	14
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	4	5	6
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	1	1	3
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	4	5	7
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	2	1	4
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	0	1	2
Alleys (Department Budgets for 2 events)	1	3	3
Salt Applied (tonnes)	27,000	20,622	18,687
Sand Applied (tonnes)	58,000	49,979	55,309
Snow Removed/Hauled (cubic metres) [A]	1,700,000	689,717	471,465
Sidewalks Plowed (kilometres) [A]	45,627	48,261	24,549

[A] Lower temperatures during the 2019 snow events (Example: October Storm had 37cm of accumulation in a short period of time) most of this melted on its own without the need for load and haul and/or sidewalk plowing operations.

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.113	0.113	0.113		0.113	0.113
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.113**	**0.113**	**0.113**	**1**	**0.113**	**0.113**
Salaries and benefits	10.718	10.090	10.203		10.347	10.529
Services	28.009	19.215	19.027		18.995	19.196
Materials, parts, and supplies	5.229	4.446	4.504		4.528	4.530
Assets and purchases	0.030	0.015	0.015		0.015	0.015
Grants, transfers and other	1.444	1.395	1.425		1.432	1.437
Recoveries	(1.043)	(0.142)	(0.142)		(0.142)	(0.142)
Operating expenses	**44.387**	**35.019**	**35.031**		**35.176**	**35.565**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**44.387**	**35.019**	**35.031**	**2**	**35.176**	**35.565**
Mill Rate Support/(Contribution)	**44.273**	**34.906**	**34.918**		**35.062**	**35.452**
Full-time Equivalent Positions	**145**	**133**	**133**		**133**	**133**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.113
Decrease in fleet related expenditures	(0.184)
Miscellaneous adjustments	0.083
	0.012

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Regl Streets Snow/Ice Removal	Revenue	0.046	0.042	0.042	0.042	0.042
	Operating expenses	16.811	12.596	12.587	12.634	12.786
	Transfer to Capital	-	-	-	-	-
		16.765	12.555	12.546	12.592	12.745
Local Streets Snow/Ice Removal	Revenue	0.047	0.048	0.048	0.048	0.048
	Operating expenses	20.823	15.758	15.763	15.835	16.007
	Transfer to Capital	-	-	-	-	-
		20.775	15.710	15.715	15.787	15.959
Sidewalk Snow/Ice Removal	Revenue	0.007	0.012	0.012	0.012	0.012
	Operating expenses	3.799	4.774	4.780	4.795	4.842
	Transfer to Capital	-	-	-	-	-
		3.792	4.762	4.767	4.783	4.830
Parks,Facility Snow,Ice Remove	Revenue	0.010	0.009	0.009	0.009	0.009
	Operating expenses	0.935	1.170	1.179	1.188	1.204
	Transfer to Capital	-	-	-	-	-
		0.925	1.161	1.170	1.179	1.195
Snow Disposal Sites	Revenue	0.002	0.002	0.002	0.002	0.002
	Operating expenses	2.018	0.720	0.722	0.723	0.726
	Transfer to Capital	-	-	-	-	-
		2.016	0.718	0.720	0.721	0.724
Mill Rate Support/(Contribution)		**44.273**	**34.906**	**34.918**	**35.062**	**35.452**

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	-	0.478	0.478

Public Transit

Includes:

- *Conventional Transit*
- *Transit Plus*
- *Chartered and Special Events Transit*

Description

Winnipeg Transit operates a public transportation system that provides a network of service routes throughout the City which includes conventional, express and suburban 'DART' routes designed to meet various levels of demand city-wide with a fleet of low-floor accessible, GPS-equipped buses.

Additionally, a parallel transit service is provided to individuals who are unable to use the fixed-route transit some, part or none of the time due to a disability in accordance with eligibility criteria.

The transit system has been expanded through the development of a rapid transit line and a network of feeder routes designed to improve reliability, reduce travel time and create the opportunity for transit-oriented development.

Key Goals

1. Encourage increased ridership by optimizing accessibility and improved service reliability.
2. Enhance safety protocols to protect employees, passengers and specialized transit contractors.
3. Develop a positive image through enhanced public information, communication systems and the use of technology.
4. Minimize the impact on the environment through thoughtful bus procurement, use of fuel and maintenance strategies.
5. Operate in a cost effective manner through a culture of continuous improvement and implementation of efficiencies.

Service Level Statistics

Conventional and Chartered Transit

Description	2017	2018	2019
Number of Active Buses in Fleet [A]	638	630	640
Bus Hours Operated	1,548,594	1,553,590	1,579,377
Bus Kilometres Operated	30,160,628	30,328,539	30,795,935
Passengers Carried: Annual	48,098,447	48,409,060	48,770,208
Passengers Carried: Average Weekday	168,425	169,513	171,290
Number of Routes	93	93	93
Number of Bus Stops	5,173	5,179	5,186

Transit Plus

Description	2017	2018	2019
Active Registrants at Year End	7,443	7,924	7,473
% of Registrants Age 65+	74%	72%	72%
Passengers Carried: Annual	473,390	459,470	455,510
Passengers Carried: Average Weekday	1,790	1,514	1,424
Customer No Shows (Annual)	8,440	8,508	10,356
Trip Requests Unable to Provide	7,036	7,907	11,564
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	59%	60%	62%
Wheelchair - % of Passengers Carried	31%	32%	32%
Ambulant - % of Passengers Carried	69%	68%	67%

[A] 2017 and 2018 restated to reflect change in methodology.

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	92.010	96.954	61.112		100.998	102.807
Provincial funding (service specific)	42.048	42.024	42.024		42.024	42.024
Revenues	**134.057**	**138.978**	**103.135**	**1**	**143.021**	**144.831**
Salaries and benefits	119.198	123.848	127.207		130.001	134.186
Services	19.039	20.162	21.196		21.831	22.739
Materials, parts, and supplies	35.944	38.654	39.123		41.610	42.826
Assets and purchases	1.173	0.706	0.854		0.734	0.949
Grants, transfers and other	12.651	5.075	1.209		5.296	5.386
Recoveries	(4.617)	(4.235)	(4.368)		(4.480)	(4.716)
Operating Expenses	**187.320**	**184.211**	**185.221**		**194.993**	**201.370**
Transfer to Capital	5.039	2.805	0.000		0.775	-
Transfer to SW Rapid Transitway Payment Reserve	7.148	9.095	11.108		13.187	15.332
Debt and finance charges	9.044	10.132	11.079		12.568	13.435
Total Expenses	**204.618**	**206.243**	**207.408**	**2**	**221.523**	**230.137**
Mill Rate Support/(Contribution)	**70.561**	**67.265**	**104.272**		**78.501**	**85.306**
Full-time Equivalent Positions	**1,582**	**1,605**	**1,624**		**1,619**	**1,620**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase transfer from Transit Bus Replacement Reserve	1.200
Increase transfer from Southwest Rapid Transit Corridor Reserve	0.900
Decrease in fare revenue from estimated impact of COVID-19	(38.004)
Miscellaneous adjustments	0.061
	(35.843)

2 Expenses

Increase in salary and benefits	3.359
Increase transfer to Southwest Rapid Transitway (Stage 2) Payment Reserve	2.013
Increase in debt and finance charges	0.947
Increase in Transit Plus contracts	0.875
Increase in bus parts	0.569
Expenditure adjustment to be funded through retained earnings	(4.000)
Transfer to Capital	(2.805)
Miscellaneous adjustments	0.207
	1.165

Full-time Equivalent Positions

Increase of 19 FTEs due to added service from the opening of the Southwest Rapid Transitway (Stage 2) (12 FTEs), the new Transit Plus processes recommended by the Provincial Ombudsman (4 FTEs), other new programs adopted through the 2020 budget process (7 FTEs), and enhanced bus disinfection due to COVID-19 (8 temporary FTEs). The added FTEs are offset by a reduction in service and refinement of the service based view (12 FTE).

Public Transit

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Conventional Transit	Revenue	128.439	133.413	97.780	137.540	139.330
	Operating expenses	186.817	192.868	194.295	209.426	218.290
	Transfer to Capital	5.000	2.805	-	0.775	-
		63.378	62.260	96.515	72.661	78.960
Transit Plus	Revenue	5.224	5.309	5.170	5.215	5.229
	Operating expenses	12.368	10.314	12.928	11.056	11.576
	Transfer to Capital	0.039	-	-	-	-
		7.183	5.005	7.758	5.841	6.347
Chartered Bus & Special Events	Revenue	0.394	0.256	0.185	0.266	0.271
	Operating expenses	0.394	0.256	0.185	0.266	0.271
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		**70.561**	**67.265**	**104.272**	**78.501**	**85.306**

Additional Financial Information

Reserves

Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- SW Rapid Transit Corridor Res	2.172	2.177	1.277	1.277	1.277
- SW Rpd Trwy - 2 & Peb Hwy Udrp	15.866	10.540	6.928	5.355	5.807
- Transit Bus Replacemt Res	1.417	1.229	0.029	0.029	0.029

Capital Budget	2021 Preliminary Budget	2022 - 2026 Forecast	6 Year Total
(in millions of $)	23.712	141.748	165.460

City Beautification

Includes:

- *Litter Collection*
- *Public Gardens / Landscaping*
- *Ornamental Lighting / Flags & Banners / Public Art*
- *Graffiti Control*
- *Regional Street Cleaning*
- *Local Street Cleaning*

Description

To provide citizens and visitors with flower gardens, streetscaping, cleanliness, graffiti control and public art in order to promote the aesthetic appeal of the City of Winnipeg.

Key Goals

1. Maintain and continuously improve image route streetscaping to contribute to the beautification of our city.
2. Continue to beautify the city through enhanced floral displays, streetscaping, street cleaning and other clean and green initiatives.
3. Reduce graffiti occurrences through ongoing education and awareness while improving the level of service for graffiti removal through partnerships with volunteer community groups and maintaining a database for tracking graffiti incidents.

Service Level Statistics

Description	2017	2018	2019
Number of litter containers in park sites [A]	3,561	3,287	3,064
Number of street litter containers	1,588	1,705	1,705
Tonnes of boulevard abrasives removed (streets only)	29,500	21,516	22,384
Flower Beds (raised/fixed/in-ground - not including shrubs) m2 [A]	23,442	24,998	25,334
Number of flower planters [A]	1,257	1,276	1,390
Number of hanging baskets [A]	20	37	37
Number of park lighting units [A]	3,588	3,800	3,959
Number of community clean-up & Adopt-A-Park projects	43	43	44
Number of graffiti tags removed	17,374	20,056	20,351
Square metres of graffiti removed	38,331	45,187	49,651
Number of graffiti sites treated	5,577	6,485	7,691
Number of public art projects completed [B]	5	11	8

[A] Source: Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

[B] Source: Winnipeg Arts Council

City Beautification

Contributing Departments

Public Works 99 %
Planning, Prop. & Devl. 1 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.159	0.061	0.061		0.061	0.061
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.159**	**0.061**	**0.061**	**1**	**0.061**	**0.061**
Salaries and benefits	8.897	8.503	8.597		8.712	8.864
Services	6.728	6.433	6.352		6.257	6.302
Materials, parts, and supplies	1.168	1.133	1.148		1.158	1.161
Assets and purchases	0.055	0.036	0.040		0.040	0.040
Grants, transfers and other	1.744	1.713	1.751		1.762	1.769
Recoveries	(0.498)	(0.373)	(0.372)		(0.367)	(0.367)
Operating expenses	**18.094**	**17.446**	**17.516**		**17.563**	**17.769**
Transfer to Capital	0.045	0.101	-		0.326	-
Debt and finance charges	0.044	0.037	0.041		0.047	0.049
Total Expenses	**18.183**	**17.584**	**17.557**	**2**	**17.935**	**17.818**
Mill Rate Support/(Contribution)	**18.024**	**17.523**	**17.496**		**17.875**	**17.757**
Full-time Equivalent Positions	**136**	**120**	**120**		**120**	**120**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.094
Transfer to Capital	(0.101)
Decrease in fleet related expenditures	(0.072)
Miscellaneous adjustments	0.052
	(0.027)

City Beautification

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Litter Collection	Revenue	0.015	0.013	0.013	0.013	0.013
	Operating expenses	4.372	4.033	4.052	4.076	4.128
	Transfer to Capital	-	-	-	-	-
		4.358	4.019	4.039	4.063	4.114
Public Gardens/ Landscaping	Revenue	0.094	0.020	0.020	0.020	0.020
	Operating expenses	4.171	4.159	4.186	4.212	4.267
	Transfer to Capital	0.039	0.084	-	-	-
		4.116	4.223	4.166	4.192	4.247
OrnLight/ Flags,Banners/ PubArt	Revenue	0.018	0.002	0.002	0.002	0.002
	Operating expenses	0.720	0.832	0.840	0.853	0.866
	Transfer to Capital	0.005	0.017	-	0.326	-
		0.708	0.846	0.838	1.177	0.864
Graffiti Control	Revenue	0.008	0.003	0.003	0.003	0.003
	Operating expenses	1.424	1.504	1.522	1.540	1.554
	Transfer to Capital	-	-	-	-	-
		1.415	1.501	1.518	1.537	1.550
Regional Street Cleaning	Revenue	0.013	0.011	0.011	0.011	0.011
	Operating expenses	3.392	3.566	3.568	3.563	3.606
	Transfer to Capital	-	-	-	-	-
		3.379	3.554	3.557	3.551	3.595
Local Street Cleaning	Revenue	0.011	0.010	0.010	0.010	0.010
	Operating expenses	4.059	3.389	3.389	3.365	3.397
	Transfer to Capital	-	-	-	-	-
		4.048	3.380	3.379	3.355	3.388
Mill Rate Support/(Contribution)		**18.024**	**17.523**	**17.496**	**17.875**	**17.757**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	-	1.220	1.220

Water and Waste, Riverbank Management and the Environment



Photo: Brian Gould, courtesy Tourism Winnipeg

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Water

Includes:

- *Water Supply and Treatment*
- *Water Distribution*

Description

To provide citizens with a safe and adequate supply of potable water for residential and commercial use through water supply, storage, treatment, pumping, distribution and metering.

Key Goals

1. To improve the state of the environment and public health.
2. To exceed our customers' needs and expectations.
3. To continue improving water quality through ongoing operation and maintenance of the water treatment plant and the water distribution systems.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices.
6. To maintain a high quality safe working environment.
7. To improve information management.

Service Level Statistics

Description	2017	2018	2019
Number of billed water accounts	208,008	210,490	212,403
Number of complaints - taste and odour [A]	205	157	133
Average daily volume of water pumped (ML/D)	189	195	197
Average volume of water pumped daily per capita (litres)	252	255	257
Kilometres of distribution water mains	2,660	2,679	2,689
Kilometres of feeder mains	152	152	152
Kilometres of water mains cleaned [B]	839	614	487
Number of water main breaks [C]	236	721	493
Number of hydrants	22,376	22,785	22,928
Number of water quality tests conducted	66,734	65,895	63,952
Monthly residential water bill [D] [E]	$36.57	$37.83	$37.83
Number of reservoirs	4	4	4
Reservoir capacity (ML)	9,510	9,510	9,510
Number of Water Treatment Plants	1	1	1
Number of Water Treatment Plant tests conducted [F]	65,754	42,594	34,242

[A] Reflects complaints received through the City's 311 system.

[B] Technical and operational requirements influence areas flushed during the year.

[C] 2018 increase in watermain breaks due to dry weather and soil conditions.

[D] Based on annual consumption of 200 cubic meters.

[E] 2017 and 2018 restated to reflect change in consumption.

[F] 2017 statistic includes pilot testing of an alternative coagulant at the Water Treatment Plant.

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	131.606	133.647	137.305		142.054	146.892
Provincial funding (service specific)	0.768	0.785	0.785		0.785	0.785
Revenues	**132.374**	**134.433**	**138.091**	**1**	**142.840**	**147.678**
Salaries and benefits	31.409	33.527	34.201		34.404	35.149
Services	21.380	20.236	20.490		20.730	20.962
Materials, parts, and supplies	16.300	16.413	17.117		17.880	17.846
Assets and purchases	1.813	1.268	1.241		1.412	1.492
Grants, transfers and other	25.892	29.029	30.809		32.401	34.525
Recoveries	(7.340)	(7.796)	(8.317)		(8.358)	(8.375)
Operating expenses	**89.455**	**92.679**	**95.541**		**98.470**	**101.598**
Debt and finance charges*	8.473	13.551	13.769		13.997	14.235
Dividend transfer to general revenue	13.862	14.262	14.637		15.132	15.637
Total Expenses	**111.790**	**120.491**	**123.946**	**2**	**127.599**	**131.469**
Surplus/(Deficit)	**20.584**	**13.941**	**14.144**		**15.241**	**16.208**
Full-time Equivalent Positions	**409**	**404**	**404**		**404**	**404**

*** Actual does not include principal payments on debt.**

The Water Utility maintains a retained earnings/working capital balance to fund capital projects on a pay as you go basis and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in water sales	3.404
Increase in interest earned	0.238
Miscellaneous adjustments	0.016
	3.658

2 Expenses

Increase in transfer to Water Meter Renewal Reserve	1.610
Increase in salaries and benefits	0.674
Increase in dividend transfer	0.375
Increase in chemicals	0.350
Increase in debt and finance charges	0.218
Miscellaneous adjustments	0.228
	3.455

Water

Service Detail Sub-Services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Water Supply & Treatment	Revenue	66.022	67.136	68.965	71.340	73.759
	Expense	55.089	60.799	62.773	64.940	67.060
		10.934	6.338	6.192	6.399	6.698
Water Distribution	Revenue	66.352	67.297	69.125	71.500	73.919
	Expense	56.701	59.693	61.174	62.659	64.409
		9.650	7.604	7.952	8.841	9.510
Surplus/(Deficit)		**20.584**	**13.941**	**14.144**	**15.241**	**16.208**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Water Main Renewal Reserve	3.908	8.518	12.172	12.827	12.967
- Water Meter Renewal Reserve	-	4.664	12.597	23.448	37.273

Note: Balances in the Water Meter Renewal Reserve include contributions from the Wastewater Utility.

Capital Budget	2021 Preliminary Budget	2022- 2026 Forecast	6 Year Total
(in millions of $)	33.020	186.325	219.345

Wastewater

Includes:

- *Wastewater Collection*
- *Wastewater Treatment*

Description

To provide property owners with the collection, transmission, disposal, treatment and monitoring of wastewater in order to ensure the environmentally appropriate handling of high volume sewage discharge.

Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To successfully develop and implement the Winnipeg Sewage Treatment Program.
5. To operate and upgrade the Sewage Treatment Plants to achieve environmental licence requirements.
6. To strive to better monitor and reduce combined sewer overflows.
7. To implement best practices throughout the Department.
8. To maintain a high quality safe working environment for our staff.
9. To improve information management in the Department.

Service Level Statistics

Description	2017	2018	2019
Number of billed sewer accounts	207,903	210,386	212,300
Number of complaints - raw sewer backup [A]	687	808	1,000
Number of complaints - clean sewer backup [A]	419	545	646
Volume of wastewater processed (ML/D)	252	225	281
Kilometres of collection system pipeline [B]	2,640	2,658	2,673
Number of pumping stations	75	75	75
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	124	139	157
Number of industrial waste tests conducted [C]	41,522	43,717	64,361
Number of treatment plant tests conducted	123,084	126,444	129,467
Number of manholes	48,175	48,620	49,009
Monthly residential sewer bill [D] [E]	$50.30	$55.67	$55.67

[A] Reflects total complaints received through the City's 311 system including both City and customer areas of responsibility.

[B] Includes sanitary, combined and interceptor sewers.

[C] 2019 reflects a more comprehensive methodology for sampling resulting in increased counts.

[D] Based on annual consumption of 200 cubic meters.

[E] 2017 and 2018 restated to reflect change in consumption.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	200.707	196.151	203.007		207.811	212.717
Provincial funding (service specific)	0.343	0.347	0.347		0.347	0.347
Revenues	**201.050**	**196.497**	**203.354**	**1**	**208.157**	**213.064**
Salaries and benefits	33.948	36.114	36.451		37.355	38.235
Services	27.677	29.063	30.452		30.920	31.336
Materials, parts, and supplies	11.827	11.676	12.672		11.412	10.563
Assets and purchases	0.100	0.167	0.117		0.097	0.092
Grants, transfers and other	134.360	60.079	62.293		68.499	68.165
Recoveries	(1.831)	(0.917)	(0.914)		(0.913)	(0.914)
Operating expenses	**206.081**	**136.182**	**141.070**		**147.370**	**147.479**
Debt and finance charges*	1.905	7.461	8.745		9.757	9.891
Dividend transfer to general revenue	20.350	20.325	21.044		21.560	22.084
Expenses	**228.336**	**163.968**	**170.859**	**2**	**178.688**	**179.454**
Surplus/(Deficit)	**(27.287)**	**32.530**	**32.495**		**29.469**	**33.610**
Full-time Equivalent Positions	**410**	**413**	**413**		**413**	**413**

*** Actual does not include principal payments on debt.**

The Wastewater Utility maintains a retained earnings/working capital balance to fund capital projects on a pay as you go basis and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in sewer services	6.539
Increase in hauled waste	0.300
Miscellaneous adjustments	0.018
	6.857

2 Expenses

Increase in transfer to Environmental Projects Reserve	3.145
Increase in transfer to Water Meter Renewal Reserve	1.610
Increase in debt and finance charges	1.284
Increase in chemicals	0.881
Increase in dividend transfer to General Revenue	0.719
Increase in allocated departmental costs	0.654
Increase in utilities	0.630
Increase in municipal property tax	0.493
Increase in maintenance materials	0.365
Increase in salaries and benefits	0.337
Decrease in transfer to Sewer System Rehabilitation Reserve	(2.000)
Decrease in transfer to Land Drainage	(1.094)
Decrease in large volume sewer discounts	(0.539)
Miscellaneous adjustments	0.406
	6.891

Wastewater

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Wastewater Collection	Revenue	96.283	93.467	96.759	99.169	101.622
	Expense	104.629	70.188	72.583	76.472	76.508
		(8.346)	23.279	24.176	22.697	25.114
Wastewater Treatment	Revenue	104.767	103.030	106.595	108.989	111.442
	Expense	123.707	93.780	98.276	102.216	102.946
		(18.940)	9.250	8.319	6.773	8.496
Surplus/(Deficit)		**(27.287)**	**32.530**	**32.495**	**29.469**	**33.610**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Environmental Projects Reserve	165.991	158.744	157.389	159.241	150.980
- Sewer System Rehab Reserve	9.938	8.747	8.778	7.811	5.839

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	76.270	387.775	464.045

Land Drainage and Flood Control

Includes:

- *Flood Control*
- *Land Drainage*
- *Waterways Management*

Description

To provide property owners with storm and flood water control in order to prevent flood damage to property.

To monitor riverbank conditions, including undertaking stabilization and erosion protection along city-owned riverbank lands.

Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.
6. To investigate options to improve aesthetics at stormwater retention basins.
7. To protect city-owned riverbanks using innovative approaches.
8. To provide public awareness, education, and information on matters related to riverbanks.

Service Level Statistics

Description	2017	2018	2019
Number of stormwater retention basins (SRB)	92	102	101
Number of permanent flood pumping stations	31	31	31
Number of SRB pumping stations	5	5	5
Kilometres of land drainage sewer mains	1,218	1,243	1,260
Kilometres of storm relief sewer mains	188	184	183
Peak river elevations (>8.5 feet) - spring	19.31	15.67	18.33
Peak river elevations (>8.5 feet) - summer	7.15	7.61	10.4
Meters of City owned riverbank protected annually [A]	70	150	0
Number of waterway permits issued	116	136	123

[A] 2019 funding redirected to path and roadways projects.

Land Drainage and Flood Control

Contributing Departments

Water and Waste	89 %
Planning, Property and Development	8 %
Public Works	3 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	4.623	5.138	5.171		5.202	5.232
Provincial funding (service specific)	-	-	-		-	-
Revenues	**4.623**	**5.138**	**5.171**	**1**	**5.202**	**5.232**
Salaries and Benefits	2.804	2.404	2.494		2.520	2.547
Services	2.083	2.213	2.135		2.122	2.111
Materials, parts and supplies	0.932	0.625	0.647		0.668	0.686
Assets and purchases	0.002	0.004	0.004		0.004	0.004
Grants, transfers and other	0.041	0.037	0.037		0.037	0.037
Recoveries	(0.038)	-	-		-	-
Operating expenses	**5.825**	**5.283**	**5.316**		**5.351**	**5.384**
Transfer to Capital	0.377	0.500	-		-	-
Debt and finance charges	0.091	0.321	0.321		0.320	0.320
Total Expenses	**6.294**	**6.103**	**5.637**	**2**	**5.670**	**5.704**
Mill Rate Support/(Contribution)	**1.671**	**0.965**	**0.466**		**0.469**	**0.472**
Full-time Equivalent Positions	**28**	**27**	**27**		**27**	**27**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.033
	0.033

2 Expenses

Decrease in transfer to capital	(0.500)
Miscellaneous adjustments	0.034
	(0.466)

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Flood Control	Revenue	0.078	-	-	-	-
	Operating expenses	2.663	1.825	1.835	1.841	1.848
	Transfer to Capital	-	-	-	-	-
		2.585	1.824	1.835	1.840	1.848
Land Drainage	Revenue	4.271	4.958	4.988	5.015	5.041
	Operating expenses	2.898	3.330	3.348	3.370	3.390
	Transfer to Capital	0.172	-	-	-	-
		(1.201)	(1.629)	(1.640)	(1.644)	(1.651)
Waterways Management	Revenue	0.273	0.180	0.183	0.187	0.191
	Operating expenses	0.356	0.449	0.453	0.459	0.465
	Transfer to Capital	0.205	0.500	-	-	-
		0.287	0.769	0.270	0.273	0.275
Mill Rate Support/(Contribution)		**1.671**	**0.965**	**0.466**	**0.469**	**0.472**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	4.510	29.735	34.245

Solid Waste Collection

Description

The Solid Waste collection services include weekly collection of garbage from single-family and multi-family homes. Other miscellaneous services are offered on a fee for service basis and include collection of surplus waste, large items, and appliances as well as garbage collection from small commercial entities and the collection of dead animals from public right-of-ways.

Garbage collection services are provided by contractors and the City manages multiple contracts for this service.

Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.

Service Level Statistics

Description	2017	2018	2019
Number of dwelling units served	299,395	303,515	307,126
Weight of residential garbage collected (tonnes)	172,209	172,041	174,050
Weight of garbage collected per capita (kilograms)	230	225	228
Number of large item pick ups per year	13,098	12,934	13,037

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.238	1.167	1.187		1.206	1.226
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.238**	**1.167**	**1.187**	**1**	**1.206**	**1.226**
Salaries and benefits	1.174	1.440	1.017		1.040	1.065
Services	20.851	21.307	23.136		22.372	23.342
Materials, parts, and supplies	0.029	0.382	0.037		0.037	0.037
Assets and purchases	0.283	0.255	0.263		0.271	0.279
Grants, transfers and other	0.343	0.157	0.158		0.159	0.160
Recoveries	(0.050)	-	-		-	-
Operating Expenses	**22.630**	**23.541**	**24.610**		**23.880**	**24.884**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**22.630**	**23.541**	**24.610**	**2**	**23.880**	**24.884**
Mill Rate Support/(Contribution)	**21.391**	**22.373**	**23.423**		**22.674**	**23.658**
Full-time Equivalent Positions	**15**	**17**	**12**		**12**	**12**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.020
	0.020

2 Expenses

Increase in collection contracts	1.581
Increase in residential tipping	0.620
Deferral of multi-family bin collection pilot	(1.275)
Miscellaneous adjustments	0.143
	1.069

Full-time Equivalent Positions

Decrease of 5 FTEs due to deferral of multi-family bin collection pilot.

Solid Waste Disposal

Description

Solid Waste Disposal services include the operation and maintenance of the City's active and closed landfills.

The Brady Road Resource Management Facility is the site of the only active landfill the City of Winnipeg operates and it receives all of the City's residential garbage and some commercial waste as well. A landfill gas system collects and flares landfill gas, which diverts equivalent tonnes of carbon dioxide every year. Additionally this area is responsible for the maintenance and environmental monitoring of the thirty-three closed landfill sites within the City.

Key Goals

1. To improve the state of the environment / public health.
2. To increase opportunities to reduce the amount of material landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.
7. To initiate landfill gas recovery projects to reduce greenhouse gases.

Service Level Statistics

Description	2017	2018	2019
Number of tonnes disposed	355,326	332,564	319,100
Total number of non-commercial vehicles	69,658	82,722	93,090
Total number of commercial and contractor vehicles	70,989	70,567	68,264
Kilolitres of leachate hauled and treated	53,930	39,541	49,687
Tonnes of landfill gas (CO2e) captured and flared	85,819	78,602	79,700

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	16.281	15.200	16.042		14.455	14.616
Provincial funding (service specific)	0.071	0.065	0.065		0.065	0.065
Revenues	**16.352**	**15.265**	**16.107**	**1**	**14.520**	**14.681**
Salaries and benefits	3.013	3.521	3.586		3.662	3.747
Services	6.965	8.320	8.485		8.802	9.021
Materials, parts, and supplies	0.745	0.722	0.739		0.753	0.756
Assets and purchases	0.081	0.094	0.094		0.094	0.094
Grants, transfers and other	0.792	0.804	0.814		0.819	0.823
Recoveries	(0.049)	(0.035)	(0.035)		(0.035)	(0.035)
Operating expenses	**11.548**	**13.426**	**13.684**		**14.095**	**14.406**
Debt and finance charges	0.081	0.266	0.250		0.138	0.138
Total Expenses	**11.628**	**13.692**	**13.934**	**2**	**14.233**	**14.545**
Surplus/(Deficit)	**4.724**	**1.574**	**2.174**		**0.287**	**0.137**
Full-time Equivalent Positions	**38**	**40**	**40**		**40**	**40**

The Solid Waste Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in residential tipping	0.430
Increase in internal tipping	0.252
Increase in commercial tipping	0.168
Miscellaneous adjustments	(0.008)
	0.842

2 Expenses

Increase in leachate treatment	0.090
Increase in salaries and benefits	0.065
Miscellaneous adjustments	0.087
	0.242

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Landfill Rehab Reserve	8.027	4.873	3.402	2.211	1.202

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	2.550	14.950	17.500

Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

Description

Recycling services provided to residents include the weekly collection for single-family and some multi-family homes and sorting of the recyclables at the material recovery facility. Bales of commodities collected are sold and shipped at market prices. Public recycling community drop-off depots are also located throughout the City.

Waste diversion services include bi-weekly seasonal yard waste collection and the operation of a nine hectare composting pad located at the Brady Road Resource Management Facility. Additionally, there are three 4R Winnipeg Depot locations which provide residents a one-stop location for recycling materials, divertible materials and the safe disposal of hazardous waste including paints, oil and electronics.

Waste minimization services include an education program that supports backyard composting, grasscycling, giveaway weekends and other waste diversion initiatives.

Key Goals

1. To improve the state of the environment / public health.
2. To increase the opportunity to reduce the amount of material being landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.

Service Level Statistics

Description	2017	2018	2019
Number of dwelling units served	299,395	303,515	307,126
Weight of residential recycling material collected (tonnes) [A]	54,177	52,553	50,856
Average weight of residential recycling per household (kg) [A]	181	173	166
Total yard waste composted (tonnes)	28,528	33,041	31,525
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	8,845	9,821	11,624

[A] Decrease in tonnes primarily due to lightweighting of packaging material.

[B] The Brady 4R Winnipeg Depot opened February, 2016. The Pacific 4R Winnipeg Depot opened February, 2017. The Panet 4R Winnipeg Depot opened February, 2018.

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	23.321	27.011	30.000		32.339	32.722
Provincial funding (service specific)	4.862	4.584	4.621		4.624	4.626
Revenues	**28.183**	**31.595**	**34.622**	**1**	**36.963**	**37.349**
Salaries and benefits	5.280	5.888	6.000		6.122	6.260
Services	27.029	27.405	28.323		29.384	30.401
Materials, parts, and supplies	0.378	0.469	0.435		0.435	0.432
Assets and purchases	0.246	0.338	0.339		0.340	0.341
Grants, transfers and other	0.267	0.404	0.406		0.408	0.410
Recoveries	(0.142)	(0.260)	(0.260)		(0.260)	(0.260)
Operating expenses	**33.057**	**34.244**	**35.243**		**36.430**	**37.584**
Debt and finance charges*	0.821	3.001	2.864		1.577	1.587
Total Expenses	**33.878**	**37.245**	**38.108**	**2**	**38.006**	**39.171**
Surplus/(Deficit)	**(5.695)**	**(5.651)**	**(3.486)**		**(1.043)**	**(1.822)**
Full-time Equivalent Positions	**82**	**81**	**81**		**81**	**81**

*** Actual does not include principal payments on debt.**

The Solid Waste Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in funding from Multi-Material Stewardship Manitoba	2.665
Increase in waste diversion revenue	0.318
Miscellaneous adjustments	0.044
	3.027

2 Expenses

Increase in single family blue cart collection	0.500
Increase in leaf and yard waste collection	0.300
Increase in recycling processing	0.200
Miscellaneous adjustments	(0.137)
	0.863

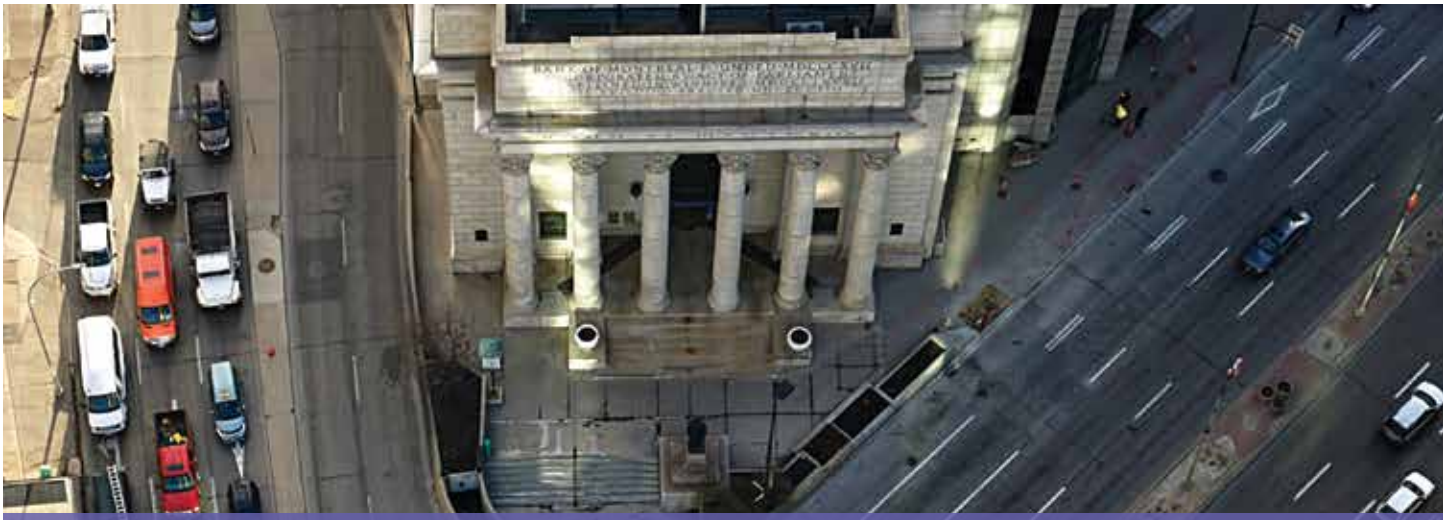
Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Recycling	Revenue	17.331	20.492	23.300	25.441	25.623
	Operating expenses	24.347	25.910	26.546	26.051	26.874
	Transfer to Capital	-	-	-	-	-
		(7.016)	(5.418)	(3.246)	(0.610)	(1.251)
Waste Diversion	Revenue	10.852	11.103	11.322	11.522	11.726
	Operating expenses	9.531	11.335	11.561	11.955	12.297
	Transfer to Capital	-	-	-	-	-
		1.322	(0.233)	(0.240)	(0.433)	(0.571)
Surplus/(Deficit)		**(5.695)**	**(5.651)**	**(3.486)**	**(1.043)**	**(1.822)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Waste Diversion Reserve	5.221	4.457	2.813	2.243	2.260

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	-	0.450	0.450



Property and Development, Heritage and Downtown Development



Photo: Tyler Walsh, courtesy Tourism Winnipeg

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City Planning

Includes:

- *Area Development & Renewal Planning*
- *City-wide Long Range Planning*

Description

To manage a wide range of planning initiatives, such as the OurWinnipeg Development Plan and Complete Communities Direction Strategy, which guide growth and change in Winnipeg. The service reviews ongoing development proposals in a fair and objective manner to ensure the creation of sustainable and complete communities that are responsive to community values, while advising Council on planning processes and development applications. The service enables development and growth that follows the City's development plan through local area planning initiatives, policies, regulations, guidelines and tools while working collaboratively with stakeholders.

Key Goals

1. Support the implementation of OurWinnipeg through a range of effective tools and guidelines.
2. Ensure the City has an adequate supply of land to accommodate projected growth in a sustainable manner.
3. Enhance existing infrastructure and assets in ways that make most amenities for daily living universally accessible.
4. Integrate land use and infrastructure planning in support of the creation of complete communities.

Service Level Statistics

Description	2017	2018	2019
No. of Development Servicing Agreements Administered [A]	26	175	190
Number of Urban Design Applications Reviewed	111	111	102
Number of Zoning Agreements Processed	39	24	42
No. of Survey Information Requests (for construction work)	2,150	2,282	2,230
Number of Surveys Performed (Contract / In-house) [B]	66 / 58	39 / 51	43 / 50
Number of Survey Monuments Restored	231	470	323
Number of Street Closings / Openings	11	9	13
Number of new greenfield dwelling units [C]	3,410	1,882	2,016
Number of new infill dwelling units [D]	1,232	1,435	1,945
No. of new dwelling units within 400 meters of a regional mixed-use corridor	478	379	1,215

[A] Variance in 2018 is due to a change in methodology.

[B] Over the last few years Geomatics has seen a significant increase in the number of large scale projects. Some, such as the Arlington Bridge and the Kenaston/Route 90 projects, each require the services of at least one staff member for a significant portion of the year.

[C] Greenfield refers to units built in areas designated as 'Emerging Communities' and 'New Communities'. 'Emerging Communities' are a subset of 'Areas of Stability - Recent Communities' that have been recently planned and are still under development.

[D] Infill refers to units built in 'Areas of Stability', excluding 'Emerging Communities'.

City Planning

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.321	0.001	0.001		0.001	0.001
Provincial funding (service specific)	0.024	-	-		-	-
Revenues	**0.345**	**0.001**	**0.001**	**1**	**0.001**	**0.001**
Salaries and benefits	1.675	1.970	2.114		2.158	2.065
Services	0.156	0.189	0.241		0.189	0.189
Materials, parts, and supplies	0.002	0.003	0.003		0.003	0.003
Assets and purchases	0.004	0.004	0.004		0.004	0.004
Grants, transfers and other	0.255	0.058	0.058		0.058	0.058
Recoveries	(0.072)	(0.084)	(0.248)		(0.210)	(0.073)
Operating Expenses	**2.020**	**2.138**	**2.171**		**2.201**	**2.244**
Transfer to Capital	0.122	0.299	-		-	-
Debt and finance charges	0.034	0.029	0.032		0.036	0.038
Total Expenses	**2.176**	**2.466**	**2.203**	**2**	**2.238**	**2.282**
Mill Rate Support/(Contribution)	**1.831**	**2.465**	**2.202**		**2.237**	**2.281**
Full-time Equivalent Positions	**17**	**20**	**20**		**20**	**19**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.144
Increase in services	0.052
Transfer to Capital	(0.299)
Increase in recoveries	(0.164)
Miscellaneous adjustments	0.004
	(0.263)

City Planning

Service Detail Sub-service (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Area Dev & Renewal Planning	Revenue	0.206	-	-	-	-
	Operating expenses	1.150	1.158	1.174	1.199	1.225
	Transfer to Capital	0.074	0.141	-	-	-
		1.019	1.299	1.174	1.199	1.224
City-wide Long Range Planning	Revenue	0.139	-	-	-	-
	Operating expenses	0.904	1.009	1.028	1.039	1.058
	Transfer to Capital	0.047	0.157	-	-	-
		0.812	1.166	1.028	1.038	1.057
Mill Rate Support/(Contribution)		**1.831**	**2.465**	**2.202**	**2.237**	**2.281**

Neighbourhood Revitalization

Includes:

- *Housing Initiatives*

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. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:
- Housing Renewal and Affordable Housing Initiatives
- Residential Infill Tax Credit Program
- Neighbourhood Multi-Family / Mixed-Use Building Grant Program
- Downtown Multi-Family / Mixed-Use Building Grant Program
- Downtown Residential Development Grant Program
- Live Downtown - Rental Development Grant Program
- Strategic Economic Incentives - Project Specific Grants

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.

Service Level Statistics

Description	2017	2018	2019
Targeted Development Programs/projects- # of units created [A]	147	192	0
Housing Reserve - $ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	$680,196	$846,770	$1,200,139

[A] Three projects under construction in Live Downtown - Rental Development Grant Program.

Neighbourhood Revitalization

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.315	0.162	0.162		0.162	0.162
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.315**	**0.162**	**0.162**	**1**	**0.162**	**0.162**
Salaries and benefits	0.468	0.077	0.077		0.077	0.079
Services	0.703	0.653	0.653		0.653	0.653
Materials, parts, and supplies	0.001	-	-		-	-
Assets and purchases	0.002	-	-		-	-
Grants, tranfers and other	0.290	1.166	3.166		1.166	1.166
Recoveries	(0.040)	(0.016)	(2.016)		(0.017)	(0.017)
Operating Expenses	**1.424**	**1.880**	**1.880**		**1.880**	**1.881**
Transfer to Capital	0.047	-	-		-	-
Debt and finance charges	0.201	0.033	0.036		0.042	0.044
Total Expenses	**1.672**	**1.913**	**1.916**	**2**	**1.921**	**1.925**
Mill Rate Support/(Contribution)	**1.358**	**1.751**	**1.754**		**1.759**	**1.763**
Full-time Equivalent Positions	**17**	**1**	**1**		**1**	**1**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues:

n/a

2 Expenses

Affordable Housing Program grants to be offset by a recovery from Federal Safe Restart Program funding held in the Housing Rehabilitation Investment Reserve	2.000
Recovery from Federal Safe Restart Program funding held in the Housing Rehabilitation Investment Reserve to offset Affordable Housing Program grants	(2.000)
Miscellaneous adjustments	0.003
	0.003

Neighbourhood Revitalization

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Housing Rehab Invest Reserve	1.556	3.430	1.303	1.153	1.001
- Multi-Family Dwell Tax Inv Res	0.391	0.583	1.200	1.744	2.491

Development Approvals, Building Permits and Inspections

Includes:

- *Residential Development Approvals & Inspections*
- *Commercial Development Approvals & Inspections*

Description

Ensure compliance with provincial building codes, by-laws and standards through consultation, education, administration, inspections and the regulatory enforcement of property standards, construction, renovation, and demolition of buildings. This service includes:

- Plan examination
- Inspections for compliance with codes and other by-law standards
- Enforcement action including warnings, penalties, and charges

Key Goals

1. Ensure safe, healthy, accessible, and energy efficient buildings through the administration and enforcement of building by-laws and property standards.
2. Continue to streamline the building permit application and approval process, and improve our ability to provide timely inspection services and proactive by-law enforcement.
3. Continue to improve the comprehensive customer experience, including providing clear information and communication, excellent customer service, and innovative approaches.
4. Enhance the public's awareness of necessary safety and non-safety-related building project requirements.
5. Pursue financial self-sufficiency.
6. Transparency of actual performance to targets.

Service Level Statistics

Description	2017	2018	2019
Total New Dwelling Units Created	4,875	3,757	4,974
Permit Volumes			
Residential Permits Issued	7,100	6,897	7,211
Non-Residential Permits Issued	3,615	3,351	3,437
Other Permits Issued	23,239	24,423	26,140
Total Permits Issued	34,084	34,825	36,911
Total Permit Fees ($) [A]	26,189,264	25,604,707	32,014,877
Permit Values (in thousands of $)			
Residential Permit Values	1,203,747	1,035,491	1,193,403
Non-Residential Permit Values	890,191	833,420	1,175,365
Total Permit Values	2,093,938	1,868,912	2,368,768
Plan Examination Volume (Number of Plans Reviewed):			
Residential	5,333	5,871	6,320
Commercial	7,524	7,805	8,069
Total Plan Examination Volume	12,857	13,676	14,389
Inspection Volume (Number Conducted):			
Residential	79,097	96,160	85,084
Commercial	47,115	47,902	40,531
Total Inspection Volume	126,212	144,062	125,615

[A] Does not include impact fees.

Development Approvals, Building Permits and Inspections

Contributing Departments

Planning, Prop. & Devl. 98 %
Public Works 2 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	30.038	29.020	26.047		30.143	30.695
Provincial funding (service specific)	0.014	-	-		-	-
Revenues	**30.052**	**29.020**	**26.047**	**1**	**30.143**	**30.695**
Salaries and benefits	19.085	17.901	18.179		17.696	17.295
Services	1.797	1.711	1.727		1.719	1.718
Materials, parts and supplies	0.093	0.099	0.099		0.102	0.101
Assets and purchases	0.064	0.081	0.156		0.081	0.081
Grants, transfers and other	2.489	1.018	1.045		1.068	1.068
Recoveries	(0.504)	(0.377)	(0.636)		(0.570)	(0.383)
Operating Expenses	**23.024**	**20.434**	**20.570**		**20.096**	**19.880**
Transfer to Capital	0.180	0.265	-		-	-
Debt and finance charges	0.029	0.025	0.027		0.031	0.033
Total Expenses	**23.234**	**20.724**	**20.597**	**2**	**20.127**	**19.913**
Mill Rate Support/(Contribution)	**(6.818)**	**(8.296)**	**(5.450)**		**(10.016)**	**(10.783)**
Full-time Equivalent Positions	**222**	**206**	**208**		**198**	**188**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Decrease in Permit Fee revenue due to COVID-19 adjustments net of inflation	(2.973)
	(2.973)

2 Expenses

Increase in salaries and benefits primarily offset by a recovery from Federal Safe Restart Program funding held in the General Purpose Reserve	0.278
Increase in services primarily offset by a recovery from Federal Safe Restart Program funding held in the General Purpose Reserve	0.075
Transfer to Capital	(0.265)
Recovery from Federal Safe Restart Program funding held in the General Purpose Reserve to offset increase in salary and benefits and services	(0.259)
Miscellaneous adjustments	0.044
	(0.127)

Full-time Equivalent Positions

Increase of 2 temporary FTEs to be funded by the Federal Safe Restart Program

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Res Dev Approvals & Inspection	Revenue	9.291	8.742	7.850	9.079	9.244
	Operating expenses	11.418	10.269	10.287	9.902	9.769
	Transfer to Capital	0.087	0.164	-	-	-
		2.215	1.691	2.437	0.823	0.525
Com Dev Approvals & Inspection	Revenue	20.761	20.279	18.198	21.065	21.451
	Operating expenses	11.636	10.190	10.311	10.225	10.144
	Transfer to Capital	0.093	0.101	-	-	-
		(9.033)	(9.988)	(7.887)	(10.840)	(11.307)
Mill Rate Support/(Contribution)		**(6.818)**	**(8.296)**	**(5.450)**	**(10.016)**	**(10.783)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Permit Reserve	2.000	-	-	-	-

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	2.047	1.119	3.166

Heritage Conservation

Description

To promote the long-term conservation of heritage assets in the City of Winnipeg.

Key Goals

1. Ensure the long-term conservation of heritage resources in Winnipeg through the implementation of new incentives, integrated planning, district/area designation, regulatory reforms, well established design standards and principled design review.
2. Be a catalyst for greater public awareness, education and participation in heritage conservation.
3. Improve the suitability of Heritage Buildings for occupancy by City Departments and other civic uses.

Service Level Statistics

Description	2017	2018	2019
Total Listed Historic Resources	294	315	347
Total Nominated Resources	74	52	9
Total Commemorated Resources	339	342	347
Number of Nominated Resources Added to the List of Historical Resources	25	21	32
Number of Heritage Resources De-Listed	0	0	0
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [A]	25	15	13
Number of Heritage Permits Issued	61	58	49
Number of Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Program:			
a. Capital Project Grants	4	4	6
b. Research and Interpretive Grants	5	2	7

[A] Reflects the total number of buildings actively receiving the Heritage Conservation Tax Credit or the Heritage Conservation Grant Program.

Heritage Conservation

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.122	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.122**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.252	0.267	0.264		0.246	0.251
Services	0.010	0.012	0.012		0.012	0.012
Materials, parts, and supplies	0.001	0.001	0.001		0.001	0.001
Assets and purchases	-	-	-		-	-
Grants, transfers and other	0.166	0.046	0.046		0.046	0.046
Recoveries	(0.026)	(0.029)	(0.027)		(0.016)	(0.017)
Operating Expenses	**0.403**	**0.298**	**0.297**		**0.289**	**0.294**
Transfer to Capital	0.043	0.174	-		-	-
Debt and finance charges	0.005	0.004	0.005		0.005	0.005
Total Expenses	**0.451**	**0.476**	**0.301**	**2**	**0.295**	**0.300**
Mill Rate Support/(Contribution)	**0.329**	**0.476**	**0.301**		**0.295**	**0.300**
Full-time Equivalent Positions	**3**	**3**	**2**		**2**	**2**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues:

n/a

2 Expenses

Transfer to Capital	(0.174)
Miscellaneous adjustments	(0.001)
	(0.175)

Full-time Equivalent Positions

Decrease of 1 FTE due to refinement of service based view.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Heritage Investment Reserve	(0.190)	(0.310)	0.569	0.642	0.557

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	-	0.100	0.100

Property Asset Management

Includes:

- *Land & Property*
- *Municipal Accommodations*
- *Pool Facilities*
- *Arena Facilities*
- *Recreation Centres*
- *Community Centre Facilities*

Description

The Property Asset Management Service facilitates the acquisition, development, operation, maintenance, security and disposition of City-owned land and buildings. The service is composed of two sub-services:

REAL ESTATE: administers the sale and leasing of City-owned property; negotiates property acquisition or real estate appraisals on behalf of civic departments.

MUNICIPAL ACCOMMODATIONS: manages leases, operates, maintains, protects and preserves the City's physical building infrastructure/assets to provide for current and future program accommodation needs and provides design and project management of new and existing civic buildings.

Key Goals

1. Migrate the Real Estate Transaction Management Framework (RETMF) into the Department's AMANDA software.
2. Optimize infrastructure condition through a Physical Asset Management Program for City buildings.
3. Provide effective facilities management.
4. Develop and implement environmental stewardship policies and programs to guide the management and maintenance of all new and existing City facilities.
5. Update and modernize existing real estate policies to reflect current practices and needs.

Service Level Statistics

Description	2017	2018	2019
Real Estate			
Property Sales / Gross Revenues from Sales Closed	30 / $15.6M	21 / $8.0M	28 / $12.2M
Number of Leases Approved / Annual Lease Revenue	41 / $116,550	25 / $94,095	31 / $152,836
Municipal Accommodations			
Estimated Market Value	$3 - $4B	$3 - $4B	$2 - $3B
Number of Buildings / Total Square Footage (Owned & Leased)	1,188 / 7.7M sq ft	1,059 / 8.3M sq ft	1,103 / 7.7M sq ft

NOTE: M = millions
B = billions

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	12.946	18.484	15.549		15.727	15.922
Provincial funding (service specific)	-	-	-		-	-
Revenues	**12.946**	**18.484**	**15.549**	**1**	**15.727**	**15.922**
Salaries and benefits	3.635	4.275	4.342		4.374	4.479
Services	0.511	0.838	0.830		0.830	0.830
Materials, parts, and supplies	0.011	0.013	0.013		0.013	0.013
Assets and purchases	0.028	0.023	0.023		0.023	0.023
Grants, transfers and other	8.598	8.805	8.234		8.222	8.153
Recoveries	(1.717)	(1.724)	(1.739)		(1.758)	(1.772)
Operating Expenses	**11.066**	**12.231**	**11.703**		**11.704**	**11.726**
Transfer to Capital	0.047	0.039	-		-	-
Debt and finance charges	0.618	0.610	0.614		0.621	0.623
Total Expenses	**11.731**	**12.880**	**12.317**	**2**	**12.325**	**12.349**
Mill Rate Support/(Contribution)	**(1.215)**	**(5.604)**	**(3.232)**		**(3.402)**	**(3.573)**
Full-time Equivalent Positions	**41**	**47**	**46**		**45**	**45**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in rental fixed assets due to inflation	0.043
Increase in regulation fees for encroachment licenses due to inflation	0.025
Decrease in transfer from Land Operating Reserve	(3.000)
Miscellaneous adjustments	(0.003)
	(2.935)

2 Expenses

Increase in salaries and benefits	0.067
Decrease in transfer to Municipal Accommodations	(0.587)
Transfer to Capital	(0.039)
Miscellaneous adjustments	(0.004)
	(0.563)

Full-time Equivalent Positions

Decrease of 1 FTE due to refinement of service based view.

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Municipal Accommodations	Revenue	9.237	11.027	11.023	11.129	11.228
	Operating expenses	9.046	9.190	8.601	8.601	8.534
	Transfer to Capital	0.024	0.019	-	-	-
		(0.166)	(1.817)	(2.422)	(2.528)	(2.694)
Land and Property	Revenue	3.709	7.458	4.527	4.597	4.694
	Operating expenses	2.653	3.651	3.716	3.723	3.815
	Transfer to Capital	0.023	0.020	-	-	-
		(1.034)	(3.787)	(0.810)	(0.874)	(0.879)
Mill Rate Support/(Contribution)		**(1.200)**	**(5.604)**	**(3.232)**	**(3.402)**	**(3.573)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Land Operating Reserve	28.962	22.657	22.291	39.011	44.745

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	71.894	72.048	73.424		72.986	75.131
Provincial funding (service specific)	0.349	0.359	0.359		0.359	0.359
Revenues	**72.243**	**72.407**	**73.783**	**1**	**73.345**	**75.490**
Salaries and benefits	20.549	20.718	21.636		21.245	21.465
Services	28.235	30.203	29.854		30.290	31.932
Materials, parts, supplies	8.674	6.209	7.031		6.283	6.351
Assets and purchases	0.032	0.030	0.030		0.030	0.030
Grants, transfers and other	10.617	12.252	12.254		12.361	12.459
Recoveries	(2.729)	(3.020)	(3.035)		(3.044)	(3.053)
Operating Expenses	**65.378**	**66.392**	**67.770**		**67.164**	**69.185**
Transfer to Capital	2.256	1.169	1.056		1.056	1.089
Debt and finance charges	4.608	4.846	4.957		5.125	5.216
Total Expenses	**72.243**	**72.407**	**73.783**	**2**	**73.345**	**75.490**
Surplus/(Deficit)	**-**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**275**	**286**	**286**		**286**	**285**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in transfer from Community Services for facilities operations and maintenance	1.889
Decrease in transfers for accommodation charges	(0.513)
	1.376

2 Expenses

Increase in costs for cleaning and other facility maintenance related to COVID-19.	1.475
Miscellaneous adjustments	(0.099)
	1.376

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Municipal Accommodations	Revenue	50.626	50.553	50.035	50.366	52.047
	Operating expenses	48.506	49.258	48.960	49.310	50.958
	Transfer to Capital	1.779	1.169	1.056	1.056	1.089
		0.338	0.127	0.019	-	-
Pool Facilties	Revenue	14.552	14.352	14.690	15.032	15.334
	Operating expenses	13.154	14.446	14.709	15.033	15.334
	Transfer to Capital	0.459	-	-	-	-
		0.939	(0.094)	(0.019)	-	-
Arena Facilities	Revenue	4.575	4.751	6.245	5.069	5.175
	Operating expenses	5.682	4.765	6.245	5.069	5.175
	Transfer to Capital	0.012	-	-	-	-
		(1.119)	(0.014)	-	-	-
Recreation Centres	Revenue	1.417	1.403	1.441	1.481	1.512
	Operating expenses	1.791	1.414	1.441	1.481	1.512
	Transfer to Capital	0.004	-	-	-	-
		(0.379)	(0.011)	-	-	-
Community Centre Facilities	Revenue	1.073	1.349	1.373	1.397	1.422
	Operating expenses	0.850	1.356	1.373	1.397	1.422
	Transfer to Capital	0.002	-	-	-	-
		0.221	(0.008)	-	-	-
Surplus/(Deficit)		-	-	-	-	-

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	3.936	8.103	12.039

Cemeteries

Includes:

- *Brookside Cemetery*
- *St. Vital Cemetery*
- *Transcona Cemetery*

Description

Provides interment services and perpetually maintained cemeteries in order to ensure that all citizens have access to a range of choices in interment services. Service activities include:

- Interments
- Sale of plots/lots, niches and interment vaults
- Collection of fees and charges
- Maintaining and preserving interment records
- Interment searches
- Installation of flat marker memorials
- Tours of Brookside Cemetery Field of Honour
- Facilitation of open air memorial services
- Custodian of historical military monuments
- Design and preparation of future interment sites
- Facilities and physical site improvements
- Perpetual maintenance of cemetery grounds

Key Goals

1. Ensure that the service evolves to reflect the diversity of the community and increase public awareness.
2. Increase revenues to enable self sufficiency while continuing to act as a benchmark for cemetery services within Winnipeg.
3. Continue to develop environmentally sound work processes and practices.
4. Maintain the heritage of cemeteries and continue to promote their significance in the community.

Service Level Statistics

Description	2017	2018	2019
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections [A]	0	353	0
Lineal Feet of New Field of Honour Precast Beam foundation installed	0	3,104	2,900
Number of Individual Foundations Installed	54	34	69
Number of Educational Tours	15	0	0
Number of Interment Sites re-leveled and re-seeded	1,104	1,025	1,044
Number of Field of Honour Interment Sites re-landscaped	400	440	210
Number of Trees Planted [B]	100	120	0
Lineal feet of existing Field of Honour Precast Beam refurbished	88	1,812	772

[A] Variance due to poured in place foundations for public being installed in accordance with demand and operational needs.

[B] No trees were planted in 2019 as a cost saving measure.

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.816	1.780	1.817		1.855	1.894
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.816**	**1.780**	**1.817**	**1**	**1.855**	**1.894**
Salaries and benefits	1.746	1.710	1.852		1.888	1.923
Services	0.530	0.459	0.440		0.435	0.446
Materials, parts and supplies	0.178	0.129	0.132		0.133	0.133
Assets and purchases	0.003	0.007	0.007		0.007	0.004
Grants, transfers and other	0.223	0.211	0.214		0.218	0.215
Recoveries	(0.040)	(0.040)	(0.040)		(0.041)	(0.041)
Operating Expenses	**2.640**	**2.477**	**2.604**		**2.642**	**2.678**
Transfer to Capital	0.243	0.250	-		-	-
Debt and finance charges	0.020	0.017	0.018		0.021	0.022
Total Expenses	**2.902**	**2.743**	**2.623**	**2**	**2.663**	**2.700**
Mill Rate Support/(Contribution)	**1.086**	**0.963**	**0.805**		**0.808**	**0.806**
Full-time Equivalent Positions	**26**	**24**	**26**		**26**	**26**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in Cemeteries revenues due to inflation	0.037
	0.037

2 Expenses

Increase in salaries and benefits	0.142
Transfer to Capital	(0.250)
Miscellaneous adjustments	(0.012)
	(0.120)

Full-time Equivalent Positions

Increase of 2 FTEs due to refinement of service based view.

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Perpetual Mtce-Brookside Cem	17.637	17.902	18.315	18.741	19.176
- Perpetual Mtce-St Vital Cem	1.276	1.317	1.361	1.406	1.452
- Perpetual Mtce-Transona Cem	0.900	0.943	0.977	1.012	1.048

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	0.936	0.250	1.186

Protection, Community Services and Parks / Winnipeg Police Board



Photo: City of Winnipeg

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Police Response

Includes:

- *Police Response*
- *Contract Policing*
- *Crime Investigation*
- *Police Training*

Description

The Winnipeg Police Service (WPS) provides emergency, urgent, and non-urgent responses to public calls for service. In addition, the Service undertakes criminal investigations, offender identification, arrest or other resolution. The Service is also responsible for training all police and civilian members of the WPS. The Service must marshal its resources appropriately and efficiently to ensure that response is always available to answer to public needs.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

Key Goals

1. Address crime through evidence-based policing strategies.
2. Ensure people are in the right jobs in the right numbers.
3. Enhance training and professionalism in the Service.

Service Level Statistics

Description	2017	2018	2019
Police Officer Complement (Authorized)	1,412	1,360	1,359
Civilian Staff Complement (Authorized)	551	554	555
Police Officer to Civilian Staff Ratio	2.6:1	2.5:1	2.4:1
Police Officer to Population Ratio (per 100,000)	192	181.4	177.9
Total Calls for Service to the Communications Centre	585,984	618,321	648,247
Total Dispatched and Police-Initiated Calls	225,129	225,204	231,670
% of Total Calls	38.4%	36.4%	35.7%
Police-Initiated Events	80,540	75,320	75,512
% of Dispatched Call and Police-Initiated Calls	35.8%	33.4%	32.6%
Citizen Generated Events	144,591	149,884	156,158
% of Dispatched Call and Police-Initiated Calls	64.2%	66.6%	67.4%
Dispatched via Alternate Phone Response (APR)	3,002	7,934	6,397
% of Dispatched Call and Police-Initiated Calls	1.3%	3.5%	2.8%
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0 to 2: Emergency	21,535	19,823	17,817
Priority 3 to 4: Urgent	79,669	84,564	90,326
Priority 5 to 9: Non-Urgent	123,927	120,817	123,527

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	7.269	5.738	6.182		6.308	6.286
Provincial funding (service specific)	20.367	19.179	20.002		20.046	18.992
Revenues	**27.636**	**24.917**	**26.185**	**1**	**26.354**	**25.277**
Salaries and benefits	209.717	211.619	221.929		227.304	230.890
Services	10.723	11.781	12.060		12.213	12.069
Materials, parts, and supplies	5.164	5.062	5.474		5.040	5.159
Assets and purchases	2.030	1.474	1.871		1.956	1.597
Grants, transfers and other	10.502	8.958	3.495		3.623	4.701
Recoveries	(0.362)	(0.503)	(0.522)		(0.522)	(0.522)
Operating expenses	**237.775**	**238.391**	**244.308**		**249.614**	**253.894**
Transfer to Capital	2.900	1.625	2.804		5.047	-
Debt and finance charges	9.164	7.955	8.677		9.452	9.787
Total Expenses	**249.839**	**247.971**	**255.789**	**2**	**264.113**	**263.682**
Mill Rate Support/(Contribution)	**222.202**	**223.054**	**229.604**		**237.759**	**238.405**
Full-time Equivalent Positions	**1,574**	**1,554**	**1,558**		**1,558**	**1,558**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Federal Guns and Gangs Initiative (offset by expenditures)	0.824
Increase in Police Service revenue offset by decrease in Traffic Safety and Enforcement, and refinement of service based view	0.444
	1.268

2 Expenses

Increase in salaries and benefits due to increments and collective bargaining, and increase of $4.883 million for police pension reform savings in Budget 2020 that will not be realized due to arbitration outcome	10.310
Transfer to capital	1.179
Increase in debt & finance	0.722
Increase in other expenditures due to COVID impact	0.480
Increase in expenditure management	(5.100)
Decrease in civic accomodations	(0.369)
Miscellaneous adjustments	0.596
	7.818

Full-time Equivalent Positions

Increase due to transfer of 3 FTEs within the Police Service from Crime Prevention and refinement of service based view.

Police Response

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Police Response	Revenue	21.300	19.523	20.751	20.804	19.907
	Operating expenses	155.868	154.716	159.482	163.648	166.388
	Transfer to Capital	2.900	1.625	2.804	5.047	-
		137.468	136.818	141.535	147.891	146.482
Contract Policing	Revenue	2.921	1.711	1.749	1.791	1.808
	Operating expenses	0.774	0.454	0.366	0.371	0.378
	Transfer to Capital	-	-	-	-	-
		(2.147)	(1.257)	(1.383)	(1.420)	(1.430)
Crime Investigation	Revenue	3.299	3.566	3.566	3.638	3.444
	Operating expenses	81.203	82.785	84.573	86.326	88.084
	Transfer to Capital	-	-	-	-	-
		77.904	79.219	81.007	82.688	84.640
Police Training	Revenue	0.117	0.117	0.118	0.121	0.119
	Operating expenses	9.094	8.391	8.563	8.720	8.831
	Transfer to Capital	-	-	-	-	-
		8.977	8.274	8.445	8.600	8.713
Mill Rate Support/(Contribution)		**222.202**	**223.054**	**229.604**	**237.759**	**238.405**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	4.990	20.861	25.851

Crime Prevention

Includes:

- *Community Policing*
- *Street Lighting*
- *Crime Prevention Initiatives*

Description

Promote safer communities through engagement, education, and proactive policing.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

Key Goals

1. Promote positive interaction with the community.
2. Strengthen proactive policing.
3. Increase effectiveness of street lighting.

Service Level Statistics

Description	2017	2018	2019
Community Policing			
Number of Followers on Social Media Platforms	111,000	118,591	200,176
Thunderwing: Number of referrals	29	54	25
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [A]	72.9%	N/A	66.3%
Citizen Survey: WPS Confidence (% of respondents have averge or higher confidence in WPS) [A]	91.3%	N/A	92.0%
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [A]	72.9%	N/A	64.2%
Number of proactive and reactive events in Centreline [B]	19,274	18,278	23,693
Joint projects for Highway Traffic Act and impaired driving enforcement		102	104
Public website development: hits, page views, engagement from social media [C]		191,230	1,411,896
Counter Exploitation Unit/Missing Persons Unit interventions [D]		1,022	972
Number of WPS Diversions		401	409
Number of arrests that involve illicit drugs		1,091	995
Proactive Policing			
Total Proactive target driven events: Smart Policing Initiatives Events	24,001	20,372	12,582
Street Lighting [E]			
Number of Street Lights, Lane Lights and Pathway Lights [F]	76,872	76,680	76,370
Number of Lighting Complaints Requiring a Lighting Upgrade	44	85	48
Number of Lighting Complaints	122	177	135
Prevention & Intervention: Missing Person Incidents	10,990	7,361	6,549

Note: The Winnipeg Police Board established a number of new measures for Service Level Statistics in 2018. Consequently, historic data are not available for these measures.

[A] The Winnipeg Police Service (WPS) conducts the survey every second year. The 2019 WPS Survey reworded some of its survey questions and answers. The changes may have confounded the results, as compared to previous years. Caution should be used in comparing 2017 to 2019 results.

[B] In 2019, the WPS redefined the boundaries for Centreline. The data contained within have been restated to reflect current boundaries. Consequently, these data do not match data submitted in previous Volumes for this measure.

[C] Increase in 2019 due to a growing embracement of social media as a legitimate means of communication by the public.

[D] This figure only includes interventions to up September, 2019 (Q3). Final quarter data are not available from Division.

[E] Data supplied by the Public Works Department.

[F] The total number of street lights have been dropping because of inconsistencies found in billing with Manitoba Hydro.

Crime Prevention

Contributing Departments

Police	74 %
Street Lighting	26 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.759	1.461	1.406		1.439	1.458
Provincial funding (service specific)	0.139	0.072	0.251		0.258	0.072
Revenues	**1.897**	**1.533**	**1.657**	**1**	**1.698**	**1.531**
Salaries and benefits	32.645	34.802	35.426		36.237	36.788
Services	12.710	13.094	13.965		14.626	15.232
Materials, parts and supplies	0.510	0.576	0.633		0.638	0.640
Assets and purchases	0.098	0.090	0.124		0.128	0.065
Grants, transfers and other	1.152	1.042	1.031		1.047	1.047
Recoveries	(0.122)	(0.114)	(0.116)		(0.118)	(0.119)
Operating expenses	**46.993**	**49.490**	**51.063**		**52.558**	**53.653**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**46.993**	**49.490**	**51.063**	**2**	**52.558**	**53.653**
Mill Rate Support/(Contribution)	**45.096**	**47.956**	**49.406**		**50.860**	**52.122**
Full-time Equivalent Positions	**299**	**297**	**294**		**294**	**294**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Federal Guns and Gangs Initiative (offset by expenditures)	0.178
Decrease in service revenue	(0.054)
	0.124

2 Expenses

Increase in Street Lighting due to inflation and growth	0.893
Increase in salaries and benefits due to increments and collective bargaining, and Federal Guns and Gangs Initiative (offset by revenue)	0.624
Miscellaneous adjustments	0.056
	1.573

Full-time Equivalent Positions

Decrease due to transfer of 3 FTEs within the Police Service to Police Response.

Crime Prevention

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Community Policing	Revenue	0.474	0.445	0.427	0.438	0.441
	Operating expenses	28.771	30.377	30.805	31.489	32.030
	Transfer to Capital	-	-	-	-	-
		28.297	29.932	30.378	31.051	31.589
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.149	12.409	13.302	13.954	14.571
	Transfer to Capital	-	-	-	-	-
		12.149	12.409	13.302	13.954	14.571
Crime Prevention Initiatives	Revenue	1.423	1.088	1.230	1.260	1.090
	Operating expenses	6.073	6.703	6.956	7.115	7.052
	Transfer to Capital	-	-	-	-	-
		4.650	5.615	5.726	5.855	5.962
Mill Rate Support/(Contribution)		**45.096**	**47.956**	**49.406**	**50.860**	**52.122**

Traffic Safety and Enforcement

Includes:

- *Traffic Safety & Enforcement - Automated*
- *Traffic Safety & Enforcement - Officer*
- *Traffic Safety & Enforcement - Division*

Description

To improve traffic safety through focusing efforts on enforcement and education.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

Key Goals

1. Explore data driven approaches to traffic safety.
2. Set enforcement priorities.

Service Level Statistics

Description	2017	2018	2019
General Traffic Enforcement			
Total Number of Traffic Stops	33,752	29,556	28,591
Highway Traffic Act Provincial Offence Notices Issued	45,803	N/A	41,557
Highway Traffic Act Warnings Issued	9,940	9,808	8,494
Percentage of Notices Issued	70.5%	N/A	72.9%
Photo Enforcement			
Reduced School Zone	50,125	41,784	41,793
All Other Zones	47,196	55,378	49,231
Intersection Safety Cameras			
Speeding	34,132	34,010	28,448
Red Light	10,154	9,856	9,520
Criminal Code Driving Offences			
Persons Charged with Impaired Driving	440	439	381
Persons Charged with Other Criminal Code Driving Offences	228	382	228
Education			
Number of Safe Driving Public Service Announcements	1,214	2,142	2,999

Note: Sources for Service Level Statistics:
Winnipeg Police Service Annual Statistical Reports
Winnipeg Police Traffic Division
Photo Enforcement Safety Program Annual Report: Just Slow Down
Due to changes in Provincial Regulations, Provincial-based Offences for 2019 are unavailable at time of printing

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	17.204	20.057	19.249		19.250	19.240
Provincial funding (service specific)	-	-	-		-	-
Revenues	**17.204**	**20.057**	**19.249**	**1**	**19.250**	**19.240**
Salaries and benefits	11.505	13.237	13.466		13.776	14.028
Services	5.003	5.536	5.307		5.150	5.142
Materials, parts, and supplies	0.172	0.188	0.192		0.194	0.196
Assets and purchases	0.022	0.047	0.107		0.048	0.048
Grants, transfers and other	0.386	0.403	0.404		0.406	0.406
Recoveries	(0.013)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**17.074**	**19.399**	**19.463**		**19.563**	**19.808**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**17.074**	**19.399**	**19.463**	**2**	**19.563**	**19.808**
Mill Rate Support/(Contribution)	**(0.130)**	**(0.658)**	**0.213**		**0.313**	**0.568**
Full-time Equivalent Positions	**86**	**91**	**91**		**91**	**91**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Decrease in police service revenue offset by increase in Police Response, and refinement of service based view	(0.408)
Decrease in photo enforcement revenue	(0.400)
	(0.808)

2 Expenses

Increase in salaries and benefits due to increments and collective bargaining	0.229
Decrease in non-professional services (related to decrease in photo enforcement revenue)	(0.120)
Miscellaneous adjustments	(0.045)
	0.064

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Traffic Safety-Automated	Revenue	13.684	15.800	15.400	15.400	15.400
	Operating expenses	5.526	5.889	5.675	5.542	5.554
	Transfer to Capital	-	-	-	-	-
		(8.158)	(9.911)	(9.725)	(9.858)	(9.846)
Traffic Safety-Officer	Revenue	3.520	4.257	3.849	3.850	3.840
	Operating expenses	11.548	13.510	13.787	14.021	14.254
	Transfer to Capital	-	-	-	-	-
		8.028	9.253	9.938	10.171	10.414
Traffic Safety-Division	Revenue	-	-	-	-	-
	Operating expenses	-	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		**(0.130)**	**(0.658)**	**0.213**	**0.313**	**0.568**

Fire and Rescue Response

Includes:

- *Fire Investigation*
- *Fire Paramedic Response*
- *Fire Supression and Life Rescue*
- *Specialty Rescue*

Description

To provide quick, proficient, emergency and non-emergency fire suppression and rescue assistance to victims of fire, accidents, and other disasters or emergencies in order to prevent or minimize loss of life or property. This includes fire suppression, notification and evacuation of citizens, rescue services, including motor vehicle extrication, high angle, trench, water, and ice rescue, investigation and mitigation of carbon monoxide or other gas leaks, and other hazardous materials incidents.

Additional contributions include standby fire and rescue service at public events, support to public education programs, supplement fire inspection and by-law enforcement program, fire investigation services potentially leading to offender identification, arrest and/or counselling in regard to incidents of deliberately set fires and response to medical emergencies.

Key Goals

1. Improve capacity to effectively respond to emergencies and disasters in a manner that is financially sustainable for the citizens of Winnipeg.
2. Invest in technology, equipment, and staff training to maximize safety for all emergency responders as well as the public.
3. Invest in technology, equipment, and staff training to protect the environment.
4. Ensure a respectful work environment and positive public image.

Service Level Statistics

Description	2017	2018	2019
Total Fires	1,560	1,837	1,804
Alarm - No Fire	8,282	8,668	8,653
Gas/Odor/Hazardous Materials Emergencies	934	1,058	1,087
Miscellaneous Emergencies	4,668	5,024	5,476
Rescue Emergencies	193	210	197
Fire Investigations	359	365	422
Arson Determinations [A]	436	441	389
Emergency Medical Incidents - Fire Only Dispatched [B]	16,285	15,675	15,891
Emergency Medical Incidents-Ambulance+Fire Dispatched [B]	42,150	44,287	47,717
Fire Assisted Scheduled Inter-Facility Transfers	8	6	8

[A] Source: Winnipeg Police Service (WPS), based on all charges to a maximum of four.

[B] This measure was previously reported under the Medical Response section.

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.728	0.611	0.661		0.661	0.661
Provincial funding (service specific)	3.746	4.027	4.522		4.522	4.522
Revenues	**4.474**	**4.638**	**5.183**	**1**	**5.183**	**5.183**
Salaries and benefits	119.935	121.143	124.251		126.543	128.891
Services	5.623	7.317	7.690		6.934	6.824
Materials, parts, and supplies	3.508	4.526	5.066		4.546	4.487
Assets and purchases	0.547	0.221	0.324		0.256	0.329
Grants, transfers and other	2.309	1.054	1.061		1.063	1.064
Recoveries	(0.102)	(0.183)	(0.305)		(0.183)	(0.183)
Operating expenses	**131.820**	**134.078**	**138.086**		**139.160**	**141.412**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	1.665	2.595	3.190		4.462	5.097
Total Expenses	**133.485**	**136.673**	**141.276**	**2**	**143.622**	**146.508**
Mill Rate Support/(Contribution)	**129.011**	**132.035**	**136.093**		**138.439**	**141.325**
Full-time Equivalent Positions	**867**	**919**	**920**		**920**	**920**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Reallocation of fire based paramedic grant	0.495
Miscellaneous adjustments	0.050
	0.545

2 Expenses

Increase in salaries and benefits	3.108
Increase in services for fire fighter paramedic licensing	0.300
Increase in materials, parts and supplies for covid related equipment	0.600
Increase in debt and finance charges	0.595
	4.603

Full-time Equivalent Positions

Increase of 1 FTE due to refinement of service based view.

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Fire Suppression & Life Rescue	Revenue	4.474	4.633	5.138	5.138	5.138
	Operating expenses	121.077	125.377	129.681	131.882	134.577
	Transfer to Capital	1.665	-	-	-	-
		118.268	120.743	124.542	126.744	129.439
Fire Investigation	Revenue	-	-	-	-	-
	Operating expenses	0.858	0.910	0.935	0.951	0.968
	Transfer to Capital	-	-	-	-	-
		0.858	0.910	0.935	0.951	0.968
Specialty Rescue	Revenue	-	-	-	-	-
	Operating expenses	0.097	0.127	0.128	0.129	0.129
	Transfer to Capital	-	-	-	-	-
		0.097	0.127	0.128	0.129	0.129
Fire Paramedic Response	Revenue	-	0.004	0.044	0.044	0.044
	Operating expenses	9.790	10.260	10.531	10.660	10.834
	Transfer to Capital	-	-	-	-	-
		9.790	10.256	10.487	10.616	10.789
Mill Rate Support/(Contribution)		**129.013**	**132.035**	**136.093**	**138.439**	**141.325**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	2.404	39.858	42.262

Fire and Injury Prevention

Includes:

- *Fire & Injury Prevention Education*
- *Fire Inspection*

Description

To reduce the incidence of illness, injury, death and property loss due to fire, accident or personal health by educating citizens regarding fire and life safety, and through the enforcement of the Manitoba Fire Code and the Fire Prevention By-law.

Key Goals

1. Provide fire and life safety educational programming to citizens of all ages to help prevent fire and medical emergencies and reduce injury, death, and property loss.
2. Identify the need for, develop new educational programming, and deliver that programming to identified groups within our community.
3. Promote and participate in public safety initiatives with partner agencies.
4. Enforce structural fire and life safety standards through the provision of plan examination, building fire inspection services and enforcement.
5. Ensure the required maintenance of fire and life safety systems is conducted by qualified individuals through the ongoing licensing of service persons.
6. Regulate potentially hazardous activities to ensure they are conducted in an approved, and safe manner through permit processes.

Service Level Statistics

Description	2017	2018	2019
Fire Prevention By-Law/Fire Code Inspections	10,210	10,836	11,115
Operations Inspections [A]	1,297	1,116	1,021
Permits Issued	254	311	339
Property File Searches/Plans Examined	1,019	890	921
Fire Code/By-Law Violations Cited	12,408	11,304	10,057
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	611	657	520
Fire Safety House	205	152	203
Other Community Events	161	112	123
Fire Safety Lectures/Presentations	209	184	211
Medical/Injury Prevention Lectures/Presentations	174	186	197
Youth Fire Stop	13	53	13
Career Symposiums	7	14	5
Evacuation Fire Drills	100	80	108
Fire/Paramedic Station Tours	159	154	129
Community Fire Prevention Partnership	309	1,648	600
Arson Prevention in Schools	35	45	11
Career Camps [B]		19	12
Community Education [B]		7	1

[A] In 2017, to support existing standards and practices, the frequency of fire inspections was updated from annually to once every 3 years.

[B] Data collection began in 2018.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.566	1.147	1.147		1.147	1.147
Provincial funding (service specific)	0.050	0.050	0.055		0.055	0.055
Revenues	**0.616**	**1.197**	**1.202**	**1**	**1.202**	**1.202**
Salaries and benefits	4.851	5.271	5.440		5.546	5.650
Services	0.312	0.328	0.325		0.324	0.328
Materials, parts, and supplies	0.083	0.236	0.234		0.235	0.235
Assets and purchases	0.049	0.043	0.045		0.045	0.045
Grants, transfers and other	0.296	0.303	0.305		0.305	0.306
Recoveries	(0.014)	(0.005)	(0.008)		(0.005)	(0.005)
Operating expenses	**5.577**	**6.176**	**6.341**		**6.449**	**6.558**
Transfer to Capital	-	-	0.008		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**5.577**	**6.176**	**6.349**	**2**	**6.449**	**6.558**
Mill Rate Support/(Contribution)	**4.961**	**4.979**	**5.146**		**5.247**	**5.356**
Full-time Equivalent Positions	**43**	**42**	**42**		**42**	**42**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.005
	0.005

2 Expenses

Increase in salaries and benefits	0.169
Decrease in services for capital purchase of business continuity software	(0.008)
Transfer to Capital	0.008
Miscellaneous adjustments	0.004
	0.173

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Fire & Injury Prev Education	Revenue	-	-	-	-	-
	Operating expenses	0.641	0.710	0.728	0.748	0.760
	Transfer to Capital	-	-	0.008	-	-
		0.641	0.709	0.735	0.747	0.760
Fire Inspection	Revenue	0.616	1.197	1.202	1.202	1.202
	Operating expenses	4.936	5.467	5.614	5.702	5.798
	Transfer to Capital	-	-	-	-	-
		4.320	4.270	4.411	4.499	4.596
Mill Rate Support/(Contribution)		**4.961**	**4.979**	**5.146**	**5.247**	**5.356**

Medical Response

Includes:

- *Community Paramedicine*
- *Emergency Ambulance*
- *Medical Transfers*

Description

To provide quick, proficient primary response to all medical emergency situations, including the provision of pre-hospital patient care, patient transport to hospital, patient transfer services between facilities, and standby at critical police and fire rescue incidents, and special events.

Key Goals

1. Improve capacity to effectively respond to medical emergencies in a manner that is financially sustainable for the citizens of Winnipeg.
2. Improve quality of medical service provided.
3. Expand the quality improvement process to quantify and improve customer satisfaction.
4. Pursue partnerships to enhance delivery of medical service.
5. Ensure a respectful work environment and positive public image.

Service Level Statistics

Description	2017	2018	2019
Emergency Medical Incidents-Total Ambulance Dispatched	64,418	67,679	73,420
Emergency Medical Incidents-Ambulance Only Dispatched	22,268	23,392	25,703
Emergency Medical Incidents-Ambulance & Fire Dispatched	42,150	44,287	47,717
Scheduled Inter-facility Transfers-Total Dispatched	6,414	6,104	6,098
Emergency Patient Transports	51,770	53,194	55,607
Patients Assessed or Treated at Scene (not transported)	25,712	26,340	27,246
Total Patient Contacts (no Community Paramedicine)	81,967	83,794	86,769
Patient Contacts per Thousand Population	109.4	111.2	113.6
Main Street Project Patient Contacts	13,948	13,547	14,062
Community Paramedicine Patient Contacts (EPIC) [A] [B]	1,421	1,254	1,261

[A] EPIC = Emergency Paramedics in the Community program

[B] 2017 and 2018 values restated; newly available database has allowed for collection of more accurate values.

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	17.763	16.455	17.382		17.655	17.897
Provincial funding (service specific)	44.296	48.688	50.002		50.642	51.898
Revenues	**62.059**	**65.143**	**67.384**	**1**	**68.298**	**69.796**
Salaries and benefits	47.778	50.779	52.700		54.100	55.241
Services	8.370	6.599	5.716		5.598	5.651
Materials, parts and supplies	2.317	2.368	2.948		2.353	2.656
Assets and purchases	0.477	0.417	0.426		0.426	0.526
Grants, transfers and other	4.057	3.608	3.603		3.608	3.614
Recoveries	(3.192)	(1.131)	(0.256)		(0.131)	(0.131)
Operating expenses	**59.807**	**62.640**	**65.137**		**65.954**	**67.556**
Transfer to Capital	-	-	-		-	-
Transfer to Capital - Shared Health	1.877	1.529	0.994		0.840	0.602
Debt and finance charges	0.375	0.974	1.253		1.504	1.637
Total Expenses	**62.059**	**65.143**	**67.384**	**2**	**68.298**	**69.796**
Mill Rate Support/(Contribution)	**-**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**485**	**411**	**422**		**422**	**422**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in ambulance service revenue	0.927
Increase in Shared Health grant	1.314
	2.241

2 Expenses

Increase in salaries and benefits	1.921
Increase in materials, parts and supplies for covid related equipment	0.580
Increase in debt and finance charges	0.279
Transfer to Capital - Shared Health	(0.535)
Miscellaneous adjustments	(0.004)
	2.241

Full-time Equivalent Positions

Increase in community paramedics (10 FTEs) and refinement of the service based view (1 FTE).

Medical Response

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Emergency Ambulance	Revenue	48.454	52.959	54.683	55.440	56.618
	Operating expenses	46.577	51.430	53.689	54.600	56.016
	Transfer to Capital	1.877	1.529	0.994	0.840	0.602
		-	-	-	-	-
Medical Transfers	Revenue	11.221	9.172	9.584	9.685	9.955
	Operating expenses	11.221	9.172	9.584	9.685	9.955
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Community Paramedicine	Revenue	2.384	3.012	3.117	3.173	3.222
	Operating expenses	2.384	3.012	3.117	3.173	3.222
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		-	-	-	-	-

Emergency Management

Description

To provide a prompt and coordinated response by the City of Winnipeg to major peacetime disasters by:

- Minimizing the impact of an emergency or disaster on the City of Winnipeg.
- Protecting and preserving the health and property of the citizens of Winnipeg.
- Maintaining and restoring essential services during an emergency or disaster.
- Building resilient communities through sustainability, business continuity and enhanced recovery programs.

This service was formerly known as Disaster Preparedness and Response.

Key Goals

1. Prepare and test plans and strategies for new and emerging health risks and hazards.
2. Develop new and/or enhance current partnerships with other levels of government, authorities and community agencies.
3. Enhance the City's emergency plan to be more responsive to the needs of at risk populations (e.g. disabled, seniors, and children) and geographic communities and stakeholders within Winnipeg.
4. Provide emergency management education and training to staff, partnering agencies, and the general community.

Service Level Statistics

Description	2017	2018	2019
OEM Presentations/Consultations Delivered	21	16	2
OEM Disaster Management Training Sessions Delivered	9	4	4
OEM Individuals Trained [A]	150	83	122
OEM Exercises (internal and with stakeholders)	6	5	4
OEM Notifications and Threat Assessments [B]	n/a	12	1
EOC / Multiple Department Activation	2	4	4
EOC Days Activated	14	4	9

* OEM - The Office of Emergency Management
EOC - Emergency Operating Centre

[A] Comprised of both City staff and external organizations.

[B] Data collection began in 2018.

Emergency Management

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.778	1.023	1.029		1.049	1.074
Services	0.082	0.264	0.080		0.219	0.215
Materials, parts, and supplies	0.008	0.020	0.020		0.020	0.020
Assets and purchases	0.006	0.018	0.019		0.019	0.019
Grants, transfers and other	0.093	0.095	0.095		0.095	0.095
Recoveries	(0.001)	-	-		-	-
Operating expenses	**0.966**	**1.421**	**1.243**		**1.402**	**1.423**
Transfer to Capital	-	-	0.142		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**0.966**	**1.421**	**1.386**	**2**	**1.402**	**1.423**
Mill Rate Support/(Contribution)	**0.996**	**1.421**	**1.386**		**1.402**	**1.423**
Full-time Equivalent Positions	**7**	**9**	**9**		**9**	**9**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Decrease in services for capital purchase of business continuity software	(0.142)
Transfer to Capital	0.142
Support costs for business continuity program	0.035
	0.035

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	0.150	-	0.150

Recreation

Includes:

- *Arenas*
- *Aquatic Services*
- *Recreation Services*
- *Community Centres*

Description

Provide high quality aquatics, recreation and leisure opportunities/programs in order to enhance life skills, community leadership development and overall safety and well-being for citizens in our neighbourhoods.

Includes the administration of the Community Centre Renovation Grant Program to support repairs, upgrades, retrofits, safety improvements, and renovation projects at City of Winnipeg community centre facilities.

Key Goals

1. Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
2. Provide leadership and support the work of other service providers to build the foundation for quality of life and to promote a safe and healthy community.
3. Provide recreation services by collaborating and leveraging resources through partnerships.
4. Provide equitable opportunities to participate in recreation programs and services.
5. Provide meaningful and relevant recreational opportunities to increase the participation of Indigenous youth in City of Winnipeg services.
6. Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.
7. Provide safe and healthy environments in the delivery of programs conducive to an enjoyable experience and personal well-being.

Service Level Statistics

Description	2017	2018	2019
% of Prime Time Ice Sold in the Regular Season	82%	85%	81%
Number of Paid Aquatics Courses	8,333	7,788	8,498
Number of Recreation and Leisure Paid Courses	3,431	3,538	3,518
Number of Hours of Recreation & Leisure Paid Courses [A]	34,681	36,845	35,029
Number of Registered Course Subsidies Issued [B]	2,365	3,065	3,861
Number of Facility Pass Subsidies Issued [B]	4,288	5,161	6,534
Number of Public Swim Visits to Outdoor Pools [C]	155,967	151,073	129,297
Participation Visits to Recreation, Leisure & Free Swim Programming [D]	257,028	239,121	252,855
Number of Hours of Wading Pool Free Programming	21,331	22,483	21,739
Number of Hours of Spray Pad Free Programming [E]	21,186	23,947	22,700
Number of Recreation Grants Administered	7	7	7
Value of Recreation Grants Administered	$2,130,014	$2,157,374	2,217,374

[A] Excludes Aquatics and Leadership Development.

[B] Promotion of Recreation & Aquatics Fee Subsidy Program introduced in March 2016.

[C] Outdoor pool attendance is subject to weather conditions. In 2019, the number of outdoor pools was reduced from 10 to 9.

[D] Total Free Public Skate & Free Youth and Children Drop-In Visits.

[E] Decrease in 2019 due to spray pad mechanical failure.

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	13.591	13.108	8.450		13.275	13.275
Provincial funding (service specific)	0.700	0.700	0.700		0.700	0.700
Revenues	**14.291**	**13.808**	**9.150**	**1**	**13.975**	**13.975**
Salaries and benefits	21.710	22.648	22.742		23.090	23.522
Services	2.738	2.902	2.729		2.743	2.728
Materials, parts, and supplies	0.422	0.489	0.560		0.488	0.490
Assets and purchases	0.044	0.049	0.052		0.050	0.052
Grants, transfers and other	30.505	31.252	33.420		32.788	33.396
Recoveries	(0.784)	(0.591)	(0.609)		(0.623)	(0.637)
Operating expenses	**54.635**	**56.748**	**58.895**		**58.537**	**59.551**
Transfer to Capital	2.114	-	-		-	-
Debt and finance charges	0.405	0.476	0.758		1.686	2.124
Total Expenses	**57.154**	**57.224**	**59.653**	**2**	**60.223**	**61.674**
Mill Rate Support/(Contribution)	**42.863**	**43.416**	**50.503**		**46.248**	**47.700**
Full-time Equivalent Positions	**280**	**378**	**376**		**376**	**376**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in arena ice rental revenue	0.182
Decrease Recreation revenue in 2021 due to impacts related to the COVID-19 pandemic	(4.826)
Reduction of Leisure Guide Programming effective January 1, 2021 excluding Learn to Swim Programs	(0.014)
	(4.658)

2 Expenses

Increase for additional personal protective equipment and additional sanitation measures for facilities due to the COVID-19 pandemic	1.378
Increase in building services charges	0.590
Increase in debt and finance charges	0.282
Increase in Universal Funding Formula grants to community centres	0.160
Increase in salaries and benefits, net of a decrease due to reduction of Leisure Guide Programming effective January 1, 2021, excluding Learn to Swim Programs and reclassification of positions to the Community Liveability Service	0.094
Increase in facility costs due to reclassification from Community Liveability Service	0.086
Decrease in operating expenses due to reduction of Leisure Guide Programming effective January 1, 2021, excluding Learn to Swim Programs	(0.164)
Miscellaneous adjustments	0.003
	2.429

Full-time Equivalent Positions

Decrease of 2 FTEs primarily due to reduction of Leisure Guide Programming effective January 1, 2021, excluding Learn to Swim Programs and reclassification of positions to the Community Liveability Service.

Recreation

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Aquatic Services	Revenue	7.948	6.973	4.188	7.033	7.034
	Operating expenses	29.262	30.233	30.927	31.950	32.742
	Transfer to Capital	0.920	-	-	-	-
		22.234	23.260	26.739	24.917	25.708
Recreation Services	Revenue	3.256	3.900	2.333	3.824	3.824
	Operating expenses	10.873	11.535	11.958	12.542	12.931
	Transfer to Capital	1.180	-	-	-	-
		8.797	7.635	9.625	8.718	9.107
Arenas	Revenue	2.654	2.514	2.206	2.696	2.696
	Operating expenses	4.680	4.843	6.331	5.155	5.263
	Transfer to Capital	0.012	-	-	-	-
		2.037	2.329	3.636	2.460	2.567
Community Centres	Revenue	0.433	0.422	0.422	0.422	0.422
	Operating expenses	10.226	10.613	10.436	10.576	10.739
	Transfer to Capital	0.002	-	-	-	-
		9.795	10.191	10.014	10.154	10.317
Mill Rate Support/(Contribution)		**42.863**	**43.416**	**50.503**	**46.248**	**47.700**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	25.635	44.839	70.474

Parks and Urban Forestry

Includes:

- *Park Grass Maintenance*
- *Park Amenity Maintenance*
- *Athletic Field Maintenance*
- *Park Pathway Maintenance*
- *Park Planning / Development*
- *Tree Planting*
- *Tree Pruning & Removal (non-DED)*
- *Dutch Elm Disease Control (DED)*
- *Weed Control*
- *Natural Areas Management*
- *Playground Management*
- *Winter Amenity Maintenance*
- *Boulevard Maintenance*

Description

To develop, operate, maintain and preserve all parks and open spaces to promote vibrant, healthy communities while fostering environmental stewardship.

This service includes park, boulevard, and open space maintenance; litter collection; athletic field maintenance; pathway maintenance; park planning and development (shared with Planning, Property and Development); tree planting, pruning, removal; Dutch Elm Disease control (inspection, removal, disposal, public education); Emerald Ash Borer Management; weed control (inspection, serving of weed notices); natural areas management (replanting of native species, controlled burns, native and invasive species monitoring, education); playground equipment inspection and repair; and winter amenity maintenance (knock-down hockey rinks, pleasure skating rinks/ponds, toboggan slides/hills, park pathway snow clearing, cross-country ski trails and speed skating oval maintenance).

Key Goals

1. Maintain and improve parks, athletic fields, playgrounds and related amenities to meet community leisure needs and interests.
2. Provide natural environment and conservation education.
3. Preserve and enhance natural areas across the City's park and open space system.
4. Protect and enhance the urban forest through effective tree care practices and replacement planting.
5. Invest strategically in new and existing infrastructure.

Service Level Statistics

Description	2017	2018	2019
Total hectares of parks and open spaces [A]	3,610	3,615	3,592
Hectares of park, boulevard and athletic field turf mowing [A]	2,325	2,275	2,254
Park pathways/walkways maintained (linear km) [A]	280	284	286
Number of environmental program participants	5,427	5,020	5,436
Number of ecologically significant natural areas	476	479	495
Number of athletic fields in Parks and Open Spaces [A]	665	667	668
Number of boulevard and park trees [B]	304,530	302,986	299,798
Number of trees planted [B] [C]	2,448	2,586	1,434
Number of DED trees and non-DED trees removed [B] [D]	6,575/2,093	9,031/2,894	6,093/3,301
Number of trees pruned [B] [D]	11,154	12,395	9,751
Number of playground equipment sites inspected and maintained [A]	499	501	505
Number of 311 Service Requests [D] [E]	14,650	15,778	23,318
Number of Park Projects (New / Completed)	12 / 36	60 / 50	39 / 54

[A] Source: Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

[B] Source: Urban Forestry Tree Inventory.

[C] Significant decrease in plantings is a result of funding reallocations towards tree health management.

[D] Significant changes in 2019 related to the major October 2019 storm.

[E] Source: 311 Annual Reports. Does not include Insect Control.

Parks and Urban Forestry

Contributing Departments

Public Works 97 %
Planning, Prop. & Devl. 3 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.365	0.687	0.700		0.711	0.721
Provincial funding (service specific)	1.000	1.005	1.005		1.005	1.005
Revenue	**2.365**	**1.692**	**1.705**	**1**	**1.716**	**1.726**
Salaries and benefits	22.541	21.633	21.859		22.077	22.462
Services	14.161	10.521	11.370		11.351	11.393
Materials, parts, and supplies	3.285	2.940	2.976		3.001	3.006
Assets and purchases	0.076	0.034	0.033		0.033	0.033
Grants, transfers and other	3.952	3.523	3.618		3.651	3.670
Recoveries	(2.680)	(2.277)	(2.275)		(2.239)	(2.247)
Operating expenses	**41.334**	**36.374**	**37.582**		**37.874**	**38.319**
Transfer to Capital	1.180	3.157	-		0.383	-
Debt and finance charges	0.049	0.440	0.602		0.641	0.674
Total Expenses	**42.563**	**39.971**	**38.184**	**2**	**38.897**	**38.993**
Mill Rate Support/(Contribution)	**40.198**	**38.279**	**36.479**		**37.182**	**37.267**
Full-time Equivalent Positions	**320**	**311**	**310**		**310**	**310**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.013
	0.013

2 Expenses

Increase in external contracts to help restore the tree canopy damaged in the October 2019 storm event.	1.000
Increase in salaries and benefits	0.226
Increase in debt and finance charges	0.162
Transfer to Capital	(3.157)
Decrease in fleet related expenditures	(0.101)
Miscellaneous adjustments	0.083
	(1.787)

Full-time Equivalent Positions

Decrease of 1 FTE due to refinement of service based view.

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Park Grass Maintenance	Revenue	0.023	0.021	0.021	0.021	0.021
	Operating expenses	8.204	7.962	8.008	8.044	8.146
	Transfer to Capital	-	-	-	-	-
		8.181	7.941	7.987	8.023	8.126
Park Amenity Maintenance	Revenue	0.313	0.042	0.042	0.043	0.043
	Operating expenses	3.547	3.992	4.043	4.080	4.141
	Transfer to Capital	0.349	0.732	-	-	-
		3.583	4.682	4.000	4.037	4.098
Athletic Field Maintenance	Revenue	0.313	0.424	0.435	0.443	0.452
	Operating expenses	2.774	2.858	2.873	2.889	2.921
	Transfer to Capital	0.025	-	-	-	-
		2.486	2.433	2.437	2.446	2.469
Park Pathway Maintenance	Revenue	0.001	0.001	0.001	0.001	0.001
	Operating expenses	0.290	0.290	0.292	0.295	0.299
	Transfer to Capital	0.019	-	-	-	-
		0.307	0.289	0.291	0.294	0.297
Park Planning/ Development	Revenue	0.521	0.021	0.021	0.021	0.022
	Operating expenses	3.157	2.842	2.856	2.855	2.901
	Transfer to Capital	0.270	0.683	-	-	-
		2.906	3.504	2.835	2.834	2.879
Tree Planting	Revenue	0.002	0.002	0.002	0.002	0.002
	Operating expenses	1.621	1.764	2.238	2.262	2.288
	Transfer to Capital	0.094	0.050	-	0.383	-
		1.713	1.812	2.235	2.643	2.285
Tree Pruning & Removal	Revenue	0.016	0.015	0.015	0.015	0.015
	Operating expenses	7.774	4.597	5.043	5.103	5.129
	Transfer to Capital	0.080	0.190	-	-	-
		7.837	4.773	5.029	5.088	5.114
Dutch Elm Disease Control	Revenue	1.012	1.011	1.011	1.011	1.011
	Operating expenses	7.144	5.692	5.962	6.067	6.156
	Transfer to Capital	0.080	0.769	-	-	-
		6.212	5.450	4.951	5.056	5.145
Weed Control	Revenue	0.116	0.096	0.098	0.100	0.102
	Operating expenses	0.849	0.964	0.970	0.984	1.004
	Transfer to Capital	-	-	-	-	-
		0.733	0.869	0.872	0.884	0.902
Natural Areas Management	Revenue	0.028	0.042	0.042	0.042	0.042
	Operating expenses	0.937	0.964	0.977	0.990	1.005
	Transfer to Capital	-	-	-	-	-
		0.909	0.923	0.935	0.948	0.963

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Playground Management	Revenue	0.004	0.004	0.004	0.004	0.004
	Operating expenses	0.642	0.881	0.886	0.898	0.909
	Transfer to Capital	0.264	0.732	-	-	-
		0.902	1.609	0.883	0.895	0.906
Winter Amenity Maintenance	Revenue	0.005	0.005	0.005	0.005	0.005
	Operating expenses	1.145	1.299	1.307	1.312	1.329
	Transfer to Capital	-	-	-	-	-
		1.140	1.294	1.302	1.308	1.324
Boulevard Maintenance	Revenue	0.009	0.008	0.008	0.008	0.008
	Operating expenses	3.298	2.709	2.730	2.736	2.766
	Transfer to Capital	-	-	-	-	-
		3.290	2.701	2.722	2.728	2.758
Mill Rate Support/(Contribution)		**40.198**	**38.279**	**36.479**	**37.182**	**37.267**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Land Dedication Reserve	8.094	8.815	8.970	9.126	9.284

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	12.715	38.029	50.744

Community Liveability

Includes:

- *Community By-law Enforcement*
- *Vacant Building Enforcement*
- *Community Development*
- *Community Crisis Response*
- *Community Grants*
- *Bicycle Recovery*

Description

Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community including:
- Community By-law Enforcement Services - promoting neighbourhood liveability by regulating housing and property standards on all properties, with a specialized focus on vacant buildings.
- Business Licensing (Doing Business in Winnipeg By-law).
- Community Development - working collaboratively with stakeholders to improve the capacity, safety and well-being of the community.
- Crisis response coordination - connecting citizens to available services as required in relation to mandated city services.
- Critical support services for citizens during local emergencies (24 hours a day, seven days a week).
- Administration of grants to community organizations in support of safe and healthy neighbourhoods, including the Community Incentive Grant Program.
- Administration of a bicycle recovery program.

Key Goals

1. To continue to build and enhance performance measurement/accountability systems in order to improve service quality, operational due diligence, and customer service.
2. To continue to build on the success of our community-based civic engagement model to strengthen partnerships and increase community capacity.
3. To continue to deliver a coordinated, integrated, and seamless service response to address community needs and priorities that contribute to building healthy communities.
4. To continue to deliver an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

Service Level Statistics

Description	2017	2018	2019
No. of Service Requests [A]	12,703	14,478	23,053
No. of Service Requests per By-Law Officer	652	712	1,048
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits [A]	24,715	26,469	35,727
No. of Vacant Buildings as at January 1	536	536	470
No. of Vacant Buildings Added to List During the Year	235	199	376
No. of Vacant Buildings Removed from List During the Year	235	265	253
No. of Vacant Buildings as at December 31	536	470	593
No. of Compliance Orders Issued [A]	4,955	6,848	10,736
No. of Offence Notices Served (Tickets) [A]	290	1,950	4,314
No. of Property Clean-Ups Conducted by the Public Service	540	587	987
No. of Business Types Regulated	15	15	15
No. of Business Licenses Issued	918	894	878
No. of Crisis Response/Resource Connection/Information Referrals Responded to	246	297	406
No. of Emergencies Responded/No. of Individuals Impacted	14 / 538	14 / 170	14/249
No. of Community Grants Administered [B]	20	18	17
Value of Community Grants Administered [B]	$1,622,037	$1,577,039	$1,077,039
No. of New Bike Registrations [C]	510	2,451	2858

[A] Fluctuations in numbers can be attributed to a combination of increased public complaints and activism, and improved business efficiencies.

[B] Excludes Community Incentive Grant Program (CIGP).

[C] The new online bike registry launched in April 2018.

Community Liveability

Contributing Departments

Community Services	94 %
Planning, Property, & Development	5 %
Corporate Accounts	1 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.517	1.228	1.221		1.223	1.224
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.517**	**1.228**	**1.221**	**1**	**1.223**	**1.224**
Salaries and benefits	4.608	4.690	4.871		4.913	4.939
Services	1.345	0.922	1.005		1.006	1.001
Materials, parts, and supplies	0.072	0.073	0.071		0.071	0.071
Assets and purchases	0.022	0.025	0.017		0.016	0.017
Grants, transfers and other	2.100	2.175	2.081		2.086	2.084
Recoveries	(0.824)	(0.493)	(0.588)		(0.581)	(0.501)
Operating expenses	**7.323**	**7.393**	**7.457**		**7.511**	**7.610**
Transfer to Capital	1.767	1.155	-		-	-
Debt and finance charges	0.146	0.324	0.249		0.327	0.357
Total Expenses	**9.236**	**8.872**	**7.706**	**2**	**7.838**	**7.966**
Mill Rate Support/(Contribution)	**7.719**	**7.644**	**6.484**		**6.615**	**6.742**
Full-time Equivalent Positions	**53**	**56**	**57**		**57**	**56**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.007)
	(0.007)

2 Expenses

Increase in salaries and benefits, net of reclassification of positions from the Recreation service	0.181
Transfer to Capital	(1.155)
Decrease in facility costs due to reclassification to the Recreation Service	(0.086)
Decrease in debt and finance charges	(0.075)
Miscellaneous adjustments	(0.031)
	(1.166)

Full-time Equivalent Positions

Increase of 1 FTE due to reclassification of positions from the Recreation service

Community Liveability

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Vacant Building Enforcement	Revenue	0.541	0.335	0.335	0.335	0.335
	Operating expenses	0.768	0.779	0.881	0.899	0.915
	Transfer to Capital	-	-	-	-	-
		0.227	0.444	0.546	0.564	0.580
Community By-law Enforcement	Revenue	0.865	0.800	0.794	0.795	0.796
	Operating expenses	3.111	3.199	3.076	3.127	3.183
	Transfer to Capital	-	-	-	-	-
		2.246	2.399	2.282	2.331	2.387
Bicycle Recovery	Revenue	0.111	0.092	0.092	0.092	0.092
	Operating expenses	0.234	0.237	0.240	0.244	0.245
	Transfer to Capital	-	-	-	-	-
		0.124	0.145	0.148	0.151	0.152
Community Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.282	0.230	0.250	0.251	0.255
	Transfer to Capital	-	-	-	-	-
		0.282	0.230	0.250	0.251	0.255
Community Grants	Revenue	-	-	-	-	-
	Operating expenses	1.404	1.548	1.559	1.541	1.538
	Transfer to Capital	-	-	-	-	-
		1.404	1.548	1.559	1.541	1.538
Community Development	Revenue	-	-	-	-	-
	Operating expenses	1.669	1.723	1.701	1.776	1.830
	Transfer to Capital	1.767	1.155	-	-	-
		3.436	2.878	1.700	1.776	1.830
Mill Rate Support/(Contribution)		**7.719**	**7.644**	**6.484**	**6.615**	**6.742**

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	1.000	1.000	2.000

Libraries

Includes:

- *Library Circulation*
- *Library Information*
- *Children's Library*

Description

To enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.

Key services include programming, technology, facilities and collections.

Key Goals

1. Provide excellent customer service.
2. Ensure all library branches are safe, welcoming and accessible destinations.
3. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
4. Invest in more programs and services that advance digital literacy.
5. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
6. Adjust open hours of library branches to encourage new library users to visit and to be more convenient.
7. Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.
8. Increase awareness of the library and its benefits through expanded promotion of programs/services.
9. Develop stronger relationships with newcomers and Indigenous peoples by providing responsive programs and services.
10. Provide opportunities for older adults to meet, learn and contribute so that we build strong connections within the community.
11. Expand the impact of the library beyond branches through community outreach and digital services.

Service Level Statistics

Description	2017	2018	2019
Number of Items Circulated	4,888,125	4,879,201	5,006,407
Number of Information Questions Answered	163,957	231,896	267,951
Number of Library Material Holdings	1,262,438	1,290,385	1,278,273
Number of Programs (All ages)	3,808	3,603	3,886
Number of Programs (Children/Youth) [A]	2,770	2,487	2,530
Number of Attendees at Programs (All ages)	100,650	95,272	101,371
Number of Attendees at Programs (Children/Youth) [A]	77,184	69,743	70,210
Number of Computer Bookings [B]	368,544	313,010	266,914
Number of Visits to Library Website [C]	11,628,048	11,596,929	14,964,147
Number of Annual In-person Visits [D]	2,969,413	2,832,351	2,418,558

[A] 2018 restated due to error.

[B] Library supplied computer use is decreasing because customers have access to library wifi for their own devices.

[C] Increase due to reorganization of website and availability of new information and resources

[D] Corresponds with 78 weeks of branch closures due to renovations and lower attendance at the main library.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.945	0.918	0.258		0.258	0.258
Provincial funding (service specific)	2.069	2.054	2.054		2.054	2.054
Revenues	**3.014**	**2.972**	**2.312**	**1**	**2.312**	**2.312**
Salaries and benefits	17.285	17.778	17.820		18.170	18.528
Services	1.221	1.172	1.149		1.151	1.149
Materials, parts, and supplies	0.345	0.296	0.305		0.305	0.305
Assets and purchases	3.256	3.173	2.806		2.801	2.351
Grants, transfers and other	8.844	8.643	8.881		8.953	9.267
Recoveries	(0.179)	(0.203)	(0.213)		(0.217)	(0.221)
Operating expenses	**30.773**	**30.860**	**30.747**		**31.163**	**31.379**
Transfer to Capital	0.530	-	-		-	-
Debt and finance charges	1.188	1.070	1.088		1.225	1.259
Total Expenses	**32.491**	**31.930**	**31.835**	**2**	**32.388**	**32.638**
Mill Rate Support/(Contribution)	**29.477**	**28.958**	**29.524**		**30.076**	**30.327**
Full-time Equivalent Positions	**271**	**275**	**270**		**270**	**270**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Decrease for the permanent elimination of Library fines on overdue library materials including DVD/Blu-Ray wear and tear fees effective January 1, 2021 (Council October 29, 2020)	(0.660)
	(0.660)

2 Expenses

Increase in facility costs	0.238
Increase in salaries and benefits, net of a decrease to annualize service changes effective September 2020: closing all libraries on weekday evenings at 8:00 p.m.	0.042
Decrease library materials to partially offset the elimination of Library Fine revenue	(0.350)
Miscellaneous adjustments	(0.025)
	(0.095)

Full-time Equivalent Positions

Decrease of 5 FTEs due to annualizing reduction of operating hours closing all libraries at 8:00 p.m. effective September 2020

Libraries

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Library Circulation	Revenue	1.804	1.782	1.386	1.386	1.386
	Operating expenses	18.557	19.139	18.945	19.271	19.225
	Transfer to Capital	0.180	-	-	-	-
		16.934	17.356	17.558	17.885	17.839
Library Information	Revenue	0.748	0.743	0.578	0.578	0.578
	Operating expenses	8.844	8.427	8.500	8.649	8.843
	Transfer to Capital	0.175	-	-	-	-
		8.271	7.684	7.922	8.071	8.265
Children's Library	Revenue	0.462	0.446	0.347	0.347	0.347
	Operating expenses	4.560	4.364	4.391	4.468	4.570
	Transfer to Capital	0.175	-	-	-	-
		4.272	3.918	4.044	4.121	4.223
Mill Rate Support/(Contribution)		**29.477**	**28.958**	**29.524**	**30.076**	**30.327**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	1.238	6.650	7.888

Arts, Entertainment and Culture

Includes:

- *Arts, Entertainment and Culture Grants*
- *Arts, Entertainment and Culture Events*
- *Museums*
- *Assiniboine Park Conservancy*

Description

To provide citizens and visitors with attractions, entertainment, arts and cultural events that contribute to a dynamic urban image, economic development and a vibrant city lifestyle through:

- Operating and capital grant support to the Assiniboine Park Conservancy Inc., a not-for-profit corporation established to manage, fundraise and redevelop Assiniboine Park and its attractions. Assiniboine Park is a 400 acre manicured English landscape style park featuring a zoo with one of Canada's largest animal collections, a conservatory with ever-changing botanic displays, outdoor gardens, theatre, performance and art displays, annual community events, trails, meadows and athletic fields for year-round leisure activities;
- Grant support to museums, arts, entertainment and cultural communities to provide a wide range of events, shows and displays for Winnipeg residents and visitors to the City; and
- Attracting and assisting film-makers and event organizers by providing logistical support, facilitated contact and liaison with civic departments, private sector business and organizations in support of a welcoming community for film activities and a strong and vibrant calendar of cultural and special events.

Key Goals

1. Work with Assiniboine Park Conservancy to support capital development and improvement to the Park.
2. Support film, culture and special events by working cooperatively with civic departments and other organizations to provide logistical support to the film industry, event organizers, and arts organizations.

Service Level Statistics

Description	2017	2018	2019
Film, Culture, and Special Events			
Visitors Attending Festivals [A]	1,231,336	1,219,432	1,186,582
Visitors Attending Cultural Events [A]	2,956,557	2,920,842	2,833,308
Manitoba Value in Film Industry [B] [C]	$139 million	$269 million	
Special Events Held in Winnipeg [C]	393	509	
Number of Full Length Feature Films Filmed in Winnipeg	67	75	100

[A} Source: Winnipeg Arts Council

[B] Source: Manitoba Film & Sound

[C] 2019 statistics unavailable at time of printing

Arts, Entertainment and Culture

Contributing Departments

Community Services	71 %
City Clerks	23 %
Museums	4 %
CAO Office	2 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.512	0.477	0.484		0.492	0.503
Services	0.037	0.033	0.030		0.030	0.030
Materials, parts and supplies	0.005	0.005	0.005		0.005	0.005
Assets and purchases	-	-	-		-	-
Grants, transfers and other	18.293	17.908	17.289		17.703	17.993
Recoveries	(0.012)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**18.835**	**18.422**	**17.807**		**18.228**	**18.529**
Transfer to Capital	-	2.600	-		0.125	-
Debt and finance charges	3.312	2.821	3.115		3.190	3.276
Total Expenses	**22.147**	**23.843**	**20.922**	**2**	**21.543**	**21.806**
Mill Rate Support/(Contribution)	**22.147**	**23.843**	**20.922**		**21.543**	**21.806**
Full-time Equivalent Positions	**7**	**6**	**6**		**6**	**6**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in operating grant for Assiniboine Park Conservancy (2020 - $11,327,000; 2021 - $11,710,000)	0.383
Increase in debt and finance charges	0.294
Transfer to Capital	(2.600)
Elimination of grant to Winnipeg Art Gallery due to expiration of a five-year agreement December 31, 2020	(1.000)
Miscellaneous adjustments	0.002
	(2.921)

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	6.561	5.889	4.889	4.889	4.889
	Transfer to Capital	-	-	-	-	-
		6.561	5.889	4.889	4.889	4.889
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.409	0.415	0.421	0.431	0.440
	Transfer to Capital	-	-	-	0.125	-
		0.409	0.415	0.421	0.556	0.440
Museums	Revenue	-	-	-	-	-
	Operating expenses	0.765	0.765	0.765	0.765	0.765
	Transfer to Capital	-	-	-	-	-
		0.765	0.765	0.765	0.765	0.765
Assiniboine Park Conservancy	Revenue	-	-	-	-	-
	Operating expenses	14.412	14.174	14.847	15.333	15.712
	Transfer to Capital	-	2.600	-	-	-
		14.412	16.774	14.847	15.333	15.712
Mill Rate Support/(Contribution)		**22.147**	**23.843**	**20.922**	**21.543**	**21.806**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	5.225	27.250	32.475

Insect Control

Description

Provide insect abatement in order to protect persons and properties against the negative effects of insects while minimizing impact on the environment.

Key Goals

1. Effective and coordinated nuisance mosquito control and mosquito-borne disease control.
2. Use surveillance-based Integrated Pest Management strategies to effectively control targeted species with biological and reduced risk products.
3. Protect the urban forest by reducing the damage caused by tree pest caterpillars, Elm Bark Beetle and Emerald Ash Borer.
4. Evaluate new control products and equipment to maximize services and minimize impact on the environment.
5. Enhance public education and communication systems related to Insect Control.

Service Level Statistics

Description	2017	2018	2019
No. of hectares larvicided with biorational insecticides [A] [B]	11,464	17,398	19,527
No. of hectares larvicided by aircraft	7,950	10,020	13,307
No. of hectares larvicided by ground-based operations	3,514	7,378	6,220
No. of hours committed to larval mosquito surveillance	27,026	24,796	27,890
No. of hectares fogged for adult nuisance mosquito control [B]	0	0	2,464
No. of trap nights for adult mosquito surveillance	5,661	5,587	5,513
No. of boulevard and parkland trees treated for defoliator insects	44,585	26,073	53,157
No. of parkland trees treated for the control of Elm Bark beetle	82,325	20,197	6,521
No. of stumps treated for the control of Elm Bark beetle	5,277	1,871	529
No. of 311 inquiries [B]	2,751	1,228	3,185
No. of website visits	158,333	62,740	114,426

[A] In addition to Winnipeg, portions or all of the following municipalities are larvicided: East St. Paul, Headingley, Ritchot, Rosser, Springfield, St. Clements, Tache, West St. Paul, MacDonald, St. Andrews.

[B] Drier than normal conditions resulted in less mosquito control activities in 2017 and 2018.

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	3.254	2.107	1.707		0.107	0.107
Provincial funding (service specific)	2.378	2.200	2.200		2.200	2.200
Revenues	**5.632**	**4.307**	**3.907**	**1**	**2.307**	**2.307**
Salaries and benefits	4.595	4.483	4.486		4.549	4.628
Services	2.254	3.179	3.204		3.191	3.214
Materials, parts, and supplies	2.402	2.663	2.669		2.673	2.673
Assets and purchases	0.022	0.131	0.066		0.066	0.066
Grants, transfers and other	3.342	0.119	0.119		0.119	0.119
Recoveries	(0.866)	(0.144)	(0.144)		(0.144)	(0.144)
Operating expenses	**11.749**	**10.431**	**10.400**		**10.454**	**10.556**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**11.749**	**10.431**	**10.400**	**2**	**10.454**	**10.556**
Mill Rate Support/(Contribution)	**6.117**	**6.124**	**6.493**		**8.147**	**8.249**
Full-time Equivalent Positions	**67**	**67**	**66**		**66**	**66**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Transfer from Insect Control Reserve	(0.400)
	(0.400)

2 Expenses

Increase in salaries and benefits	0.003
Decrease in fleet related expenditures	(0.015)
Miscellaneous	(0.019)
	(0.031)

Full-time Equivalent Positions

Decrease of 1 FTE due to refinement of service based view.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Insect Control Reserve	3.001	2.600	1.000	1.000	1.000

Innovation and Economic Development



Photo: City of Winnipeg

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Innovation, Transformation and Technology

Includes:

- *Innovation*
- *Information Technology*
- *Enterprise Architecture*
- *Enterprise Transformation*

Description

The Innovation, Transformation and Technology service includes enabling innovation across the city, finding new ways to deliver services to improve effectiveness and efficiency and maximize value to the citizen.

Providing change management support to the organization as it adopts a culture of innovation and implements the required processes to identify, evaluate and implement high value innovation opportunities that support our most important business outcomes.

Implementation of enterprise architecture practices to identify and document business services, inter-relationships with other services and supporting capabilities to facilitate effective business planning across the city. Strategic planning leadership and support for all business services to ensure optimal decision making to encourage and foster growth within the city.

Providing technology leadership to all city services and advise on solutions that support their evolving needs of today and the future.

Key Goals

1. Establish a culture of innovation across the city, empowering all employees to make meaningful improvements to service delivery.
2. Deliver upon a wide range of innovation projects that deliver high levels of Return on Investment and Return on Value with significant organizational and citizen impact.
3. Apply innovation engineering methodology to address business challenges in new ways and expand effective approaches everywhere they can be applied for benefit.
4. Utilization of performance measures to ensure all activities are effective, efficient and providing high value to the outcomes that are most important to the city.
5. Enable collaboration across service areas, balancing focus on departmental and corporate goals to achieve optimal results.
6. Provision of highly reliable, flexible and cost effective technology services that are aligned with business needs.

Service Level Statistics

Description	2017	2018	2019
Number of Website Visits [A]	23.3 million	19.0 million	19.7 million
Percentage of Service Level Agreements Achieved	98%	97%	96%
Number of Open Data Datasets	114	126	141
Number of Managed Workstations	6,625	6,877	7,320
Number of Technology Service tickets addressed	30,023	31,854	32,809
Computer network available during business hours	99.960%	99.800%	99.874%
Infrastructure Condition	B-	B-	B-
Number of Innovation ideas received [B]	17	52	30
Number of Innovation projects initiated [B]	9	19	10
Cumulative number of staff trained in Innovation Engineering [C]	0	20	40
Return on Investment attained on Innovation projects	$119,000	$562,000	$1,301,000
Cumulative number of City Staff in Innovation network	0	20	100

[A] 2018 restated due to error and refined measurement approach to remove non-human (bot) activity.

[B] In 2017 the number is related to the Innovation Capital Fund (ICF) (City Clerks). In 2018 the number is a combined ICF and Innovation Strategy Program (Innovation, Transformation and Technology).

[C] Innovation Engineering training is a new activity that began in 2018.

Innovation, Transformation and Technology

Contributing Departments

Innovation, Transformation and Technology 100 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.146	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.146**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	16.031	17.756	17.846		18.101	18.485
Services	2.495	2.837	2.891		3.078	3.260
Materials, parts, and supplies	3.605	3.789	3.931		3.904	3.989
Assets and purchases	0.632	0.448	0.533		0.539	0.541
Grants, transfers and other	2.693	2.168	2.074		2.175	2.279
Recoveries	(4.897)	(4.571)	(5.841)		(7.217)	(8.596)
Operating expenses	**20.559**	**22.428**	**21.434**		**20.580**	**19.957**
Transfer to Capital	-	1.660	-		0.395	-
Debt and finance charges	2.974	3.989	4.395		5.666	6.010
Total Expenses	**23.533**	**28.077**	**25.829**	**2**	**26.641**	**25.968**
Mill Rate Support/(Contribution)	**23.387**	**28.077**	**25.829**		**26.641**	**25.968**
Full-time Equivalent Positions	**162**	**166**	**167**		**167**	**167**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in debt and finance charges	0.406
Increase in computer software and hardware expenses	0.264
Increase in salaries and benefits due to additional FTEs and step and inflationary increases	0.090
Transfer to Capital	(1.660)
Net increase in recoveries largely due to increase in recoveries related to Enterprise Content Management and key innovation and IT positions from 2020	(1.270)
Transfer to Computer, Critical Systems and Support Reserves	(0.203)
Miscellaneous adjustments	0.125
	(2.248)

Full-time Equivalent Positions

Increase of 1 FTE due to additional FTE's relating to capital projects, less FTEs deleted as part of the 2020 budget process.

Innovation, Transformation and Technology

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Innovation	Revenue	-	-	-	-	-
	Operating expenses	1.432	2.203	0.287	(1.194)	(2.522)
	Transfer to Capital	-	-	-	-	-
		1.432	2.203	0.287	(1.194)	(2.522)
Information Technology	Revenue	0.146	-	-	-	-
	Operating expenses	18.675	19.833	20.220	20.837	21.526
	Transfer to Capital	-	-	-	-	-
		18.530	19.833	20.220	20.837	21.526
Enterprise Transformation	Revenue	-	-	-	-	-
	Operating expenses	3.426	4.380	5.322	6.603	6.964
	Transfer to Capital	-	1.660	-	0.395	-
		3.426	6.040	5.322	6.998	6.964
Mill Rate Support/(Contribution)		**23.387**	**28.077**	**25.829**	**26.641**	**25.968**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Comp, Critical Sys & Sup Res	1.293	2.081	2.536	0.519	1.321

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	3.938	15.283	19.221

Economic Development

Description

To encourage economic growth and prosperity in Winnipeg through delivery of Council approved programs, partnership with senior levels of government, and support to partner agencies and businesses as well as to coordinate resources across City departments to respond to high priority projects of strategic economic importance to the City.

Service activities include:
- Partner with the Province of Manitoba in creation of business development programs and initiatives.
- Support partner agencies including Economic Development Winnipeg and Yes! Winnipeg in business attraction, expansion and retention.
- Support CentreVenture Development Corporation in strategic development initiatives, programs and development projects in the downtown.
- Coordinate interdepartmental responses to confidential and high profile strategic economic incentive requests to attract new business.
- Report and make recommendations to Council regarding economic development initiatives and tax increment financing programs to support local business and economic growth and prosperity of Winnipeg.
- Administer Council approved tax increment financing (TIF) programs.
- Manage strategic economic development projects.

Key Goals

1. Build a strong economic climate for Winnipeg.
2. Facilitate strategic economic development incentives that demonstrate a return on investment to Winnipeg.
3. Identify opportunities to respond to critical success factors for industries wanting to do business in Winnipeg through existing City services, incentives and discount programs.
4. Capitalize on opportunities to establish intergovernmental and public/private partnerships.
5. Identify and recommend, policies, processes and resources required to support Manitoba's economic development strategy and new tax increment financing (TIF) framework.

Service Level Statistics

Description	2017	2018	2019
Residential Building Permit Applications	6,649	6,493	6,639
Residential Building Permit Application Value (in millions)	$643	$563	$547
Commercial Building Permits Issued	3,657	3,398	3,483
Commercial Building Permit Value (in millions)	$1,208	$882	$1,156
Total Building Permit Value (in millions)	$1,851	$1,445	$1,703
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	20	19	20
Construction Value of Downtown Projects Above (in millions)	$146	$50	$45
Number of Major City-Wide Development Projects (>$2 million)	88	81	114
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$896	$554	$811
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,708	16 / 4,679	16 / 4,668

Economic Development

Contributing Departments

Planning, Prop. & Devl.	48 %
City Clerks	36 %
Mayor's Office	16 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.807	-	2.000		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.807**	**-**	**2.000**	**1**	**-**	**-**
Salaries and benefits	0.221	0.362	0.363		0.370	0.377
Services	0.268	0.495	0.495		0.495	0.495
Materials, parts and supplies	0.045	0.025	0.025		0.025	0.025
Assets and purchases	0.001	0.001	0.001		0.001	0.001
Grants, transfers and other	0.314	0.438	0.435		0.428	0.421
Recoveries	(0.030)	(0.036)	(0.038)		(0.039)	(0.040)
Operating expenses	**0.818**	**1.283**	**1.280**		**1.279**	**1.279**
Transfer to Capital	0.001	0.001	-		-	-
Debt and finance charges	0.153	0.021	0.023		0.026	0.027
Total Expenses	**0.973**	**1.305**	**1.303**	**2**	**1.305**	**1.306**
Mill Rate Support/(Contribution)	**(0.834)**	**1.305**	**(0.697)**		**1.305**	**1.306**
Full-time Equivalent Positions	**2**	**3**	**3**		**3**	**3**

2020 Budget revised in comparison to the published service budget in 2020 Volume 2 page 2-101.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

One-time transfer from Economic Development Investment Reserve	2.000
	2.000

2 Expenses

Miscellaneous adjustments	(0.002)
	(0.002)

Additional Financial Information

Reserves

Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Destination Marketing Reserve	11.254	3.755	0.727	0.095	0.701
- Economic Dev Invest Reserve	3.172	3.542	1.578	1.344	1.412

Winnipeg Fleet Management Agency (SOA)

Description

Winnipeg Fleet Management Agency provides economical, state-of-the-art, safe and eco-friendly fleet vehicle, equipment and other asset management services to The City of Winnipeg and other public sector organizations, in support of their service delivery. The Agency delivers the following comprehensive fleet management services to City of Winnipeg departments:

1. Specification, inspection and procurement
2. Insurance, licensing and registration
3. Manufacturing and fabrication
4. Vehicle and equipment leases, seasonal and short-term rentals
5. Surplus sales and disposal
6. Fuel
7. Repair and maintenance

Key Goals

1. Provide planned, and unscheduled, fleet vehicles and equipment to City departments, meeting operational performance, environmental, and safety requirements.
2. Maintain Fleet Service Centres to support the City's geographically dispersed and varying fleet, providing superior customer service, reliability and safety.
3. Manage the City's fuel distribution system on a day-to-day and emergency basis, providing a safe, dependable and convenient fuel supply.
4. Encourage fleet greenhouse gas emission awareness through research, testing, and offering environmentally friendly vehicles and equipment, recommendations and alternative fuels.

Service Level Statistics

Description	2017	2018	2019
Number of vehicle and equipment units managed	2,199	2,230	2,273
Number of vehicle and equipment bid opportunities completed	64	58	57
Number of vehicle and equipment units acquired	265	325	200
Number of insurance and license registrations completed	1,835	1,935	1,997
Number of service repairs, by work order lines completed	33,779	35,373	37,078
Number of service labour hours completed	65,735	65,125	64,801
Number of parts transactions	35,631	41,543	38,607
Number of fuel fill-up transactions and odometer readings verified	115,955	115,275	116,544
Litres of unleaded gasoline, clear diesel, and marked diesel provided	7,770,068	7,719,032	7,860,658
Number of vehicle and equipment motor pool rental days provided	108,489	109,069	108,275
Number of vehicle and equipment units disposed	234	322	317

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	50.321	50.789	50.055		49.398	50.153
Provincial funding (service specific)	0.171	0.174	0.174		0.174	0.174
Revenues	**50.491**	**50.963**	**50.229**	**1**	**49.572**	**50.327**
Salaries and benefits	10.283	10.238	9.646		9.275	9.442
Services	9.269	9.924	10.397		10.135	10.586
Materials, parts, and supplies	11.502	11.237	11.538		11.864	12.014
Assets and purchases	0.192	0.146	0.143		0.146	0.150
Grants, transfers and other	1.428	1.076	0.959		0.966	0.983
Recoveries	(0.168)	-	-		-	-
Operating expenses	**32.507**	**32.620**	**32.682**		**32.386**	**33.175**
Debt and finance charges	1.304	1.615	1.402		1.504	1.677
Depreciation and amortization	15.359	15.527	15.442		15.172	14.574
Dividend transfer to general revenue	0.242	0.092	0.092		0.092	0.092
Total Expenses	**49.411**	**49.854**	**49.617**	**2**	**49.153**	**49.517**
Surplus/(Deficit)	**1.080**	**1.110**	**0.612**		**0.419**	**0.810**
Full-time Equivalent Positions	**120**	**119**	**109**		**102**	**102**

Winnipeg Fleet Management Agency (FMA) is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in fuel sales	0.280
Increase in rental and other income	0.162
Increase in services and parts revenue	0.139
Decrease in fleet leases	(1.315)
	(0.734)

2 Expenses

Increase in services	0.473
Increase in fuel	0.275
Increase in parts	0.073
Decrease in salaries and benefits	(0.592)
Decrease in debt and finance charges, includes amortization	(0.298)
Decrease in civic accommodations costs	(0.107)
Miscellaneous adjustments	(0.061)
	(0.237)

Full-time Equivalent Positions

Decrease of 10 FTEs due to closure of Waverley Repair facility (7 FTEs through attrition) and miscellaneous staffing reductions (3 FTEs).

Winnipeg Fleet Management Agency (SOA)

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	18.237	83.115	101.352

Winnipeg Parking Authority (SOA)

Includes:

- *Parking Facilities*
- *On-Street Parking Enforcement*
- *On-Street Parking*
- *Vehicles for Hire*
- *MBEA non-parking*

Description

The Parking Authority provides management for City-owned on-street and off-street parking. It provides leadership to local parking service providers and provides input from a parking services perspective in support of public policy objectives.

The Parking Authority currently manages and administratively supports the Screening and Adjudication process for all Municipal By-law offences which are under the jurisdiction of the Municipal By-law Enforcement Act (MBEA) and Provincial Offences Act.

The Parking Authority also currently provides regulatory and licensing oversight of the Vehicle for Hire industry in the City of Winnipeg including taxis, limousines and personal transportation providers, with an emphasis on safety and accessibility.

Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate.
2. Ensure the impartiality and transparency of the screening and adjudication process under the Municipal By-law Enforcement Act.
3. Manage the regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.
4. Improve the quality of service offered to customers in all lines of service.
5. Maintain engagement with key stakeholder groups.
6. Optimize the use of agency resources in order to balance cost efficiencies and high levels of customer service.

Service Level Statistics

Description	2017	2018	2019
Number of Pay Stations on Street [A]	572	375	418
Number of Pay Stations in City Lots	12	9	6
Number of Parking and Non-Moving Violations Issued [B]	162,674	139,239	128,118
Number of High Demand On-Street Spaces[C]	1,319	1,287	1,312
Number of Low Demand On-Street Spaces	2,571	2,523	2,543
Average Number of Vehicles for Hire Available per Month [D]	n/a	994	1,244
Total Vehicles for Hire Trips [E]	n/a	4,309,216	5,435,454
Total Vehicles for Hire Inspections [F]	n/a	16,706	19,969
Number of MBEA Screening Request processed [G]	11,776	12,004	12,270

[A] Long term construction projects can impact the number of on-street paystations and spaces per zone on a year over year basis.

[B] Ticket volumes are subject to fluctuations dependent on seasonal events such as street cleaning and snow fall.

[C] Number of High Demand On-Street spaces includes on-street spaces in the vicinity of St. Boniface Hospital and Health Sciences Centre.

[D] The average number of vehicles for hire per month represents the industry supply. It includes taxi cabs and limousines as well as personal transportation providers that offer ridesharing services. The year 2018 only has 10 months of data as the City began regulating the vehicle for hire industry in March of 2018.

[E] The number of vehicles for hire trips includes trips provided by taxi cabs, limousines and personal transportation providers that offer ridesharing services. In 2019, taxi cabs accounted for 92% of the total vehicle for hire trips. The year 2018 only has 10 months of data as the City began regulating the vehicles for hire industry in March of 2018.

[F] As part of the regulatory oversight of the vehicles for hire industry, the City conducts regular inspections of both taxi cabs and personal transportation providers to ensure that all vehicle-required safety equipment is functioning as intended as well as to promote safety amongst all industry participants. Taxi cab inspections accounted for 94% of total vehicle inspections in 2019.

[G] MBEA non-parking accounted for approximately 7% of MBEA screening request processed in 2019.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	24.846	23.800	16.786		24.264	24.382
Provincial funding (service specific)	0.065	0.058	0.058		0.058	0.058
Revenues	**24.911**	**23.858**	**16.844**	**1**	**24.321**	**24.439**
Salaries and benefits	4.168	4.975	5.133		5.227	5.368
Services	6.398	7.695	6.549		7.381	7.149
Materials, parts, and supplies	0.752	1.231	1.819		1.743	1.746
Assets and purchases	0.058	0.130	0.103		0.103	0.140
Grants, transfers and other	9.250	3.048	2.855		2.714	2.717
Recoveries	(0.045)	(0.003)	(0.003)		(0.003)	(0.003)
Operating expenses	**20.581**	**17.077**	**16.457**		**17.165**	**17.118**
Debt and finance charges	-	-	-		-	-
Depreciation and Amortization	0.866	0.855	0.826		0.820	0.805
Dividend transfer to general revenue	9.912	11.050	6.085		6.611	6.790
Total Expenses	**31.359**	**28.981**	**23.368**	**2**	**24.596**	**24.713**
Surplus/(Deficit)	**(6.448)**	**(5.124)**	**(6.524)**		**(0.274)**	**(0.274)**
Full-time Equivalent Positions	**53**	**62**	**63**		**63**	**63**

Winnipeg Parking Authority (WPA) is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in enforcement revenue due to efficiencies	0.360
Increase in permits revenue	0.053
Increase in vehicles for hire fines, offset by reduction in permits, surcharges and other vehicles for hire fees	0.036
Decrease in revenues due to COVID-19	(7.021)
Decrease in parking meter fees revenue due to reduction in hourly rate approved by Council on June 26, 2020	(0.452)
Miscellaneous adjustments	0.010
	(7.014)

2 Expenses

Increase in computer software, manufacturing of signs and other operating supplies	0.526
Increase in salaries and benefits	0.158
Decrease in dividend transfer to General Revenue Fund	(4.965)
Decrease in parking enforcement expenses due to COVID-19	(0.820)
Decrease in paystations maintenance contract	(0.299)
Decrease in grants in kind and cash grants	(0.220)
Miscellaneous adjustments	0.007
	(5.613)

Winnipeg Parking Authority (SOA)

Full-time Equivalent Positions

Increase of 1 FTE for Clerk B in Parking Enforcement.

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Parking Facilities	Revenue	4.476	4.104	2.929	4.246	4.328
	Operating expenses	9.464	7.099	5.363	5.488	5.588
		(4.988)	(2.995)	(2.434)	(1.241)	(1.260)
On Street Parking Enfrcmt	Revenue	8.526	8.476	6.303	9.196	9.196
	Operating expenses	11.336	11.378	9.301	10.325	10.294
		(2.811)	(2.902)	(2.998)	(1.129)	(1.097)
On-Street Parking	Revenue	9.583	9.163	6.107	8.713	8.713
	Operating expenses	8.819	8.322	6.464	6.500	6.505
		0.764	0.841	(0.357)	2.213	2.208
Vehicles for Hire	Revenue	1.473	1.546	1.107	1.618	1.655
	Operating expenses	1.055	1.546	1.582	1.618	1.655
		0.417	-	(0.475)	-	-
MBEA non-parking	Revenue	0.854	0.568	0.397	0.547	0.546
	Operating expenses	0.685	0.636	0.658	0.664	0.671
		0.169	(0.068)	(0.261)	(0.117)	(0.125)
Surplus / (Deficit)		**(6.448)**	**(5.124)**	**(6.524)**	**(0.274)**	**(0.274)**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	0.123	0.900	1.023

Golf Services (SOA)

Description

The City of Winnipeg has operated municipal golf courses since 1921. Winnipeg Golf Services was established in 2002 to administer the City's 12 golf course assets. The Agency is responsible for operating and maintaining golf courses, managing contracts and leases for City lands used by privately operated golf courses, managing a contracted cross country ski operation and managing the lease for Thermea Spa.

Key Goals

1. Ensure financial and environmental sustainability.
2. Provide high quality customer service.
3. Improve golf course playability.
4. Improve the image of municipal courses.

Service Level Statistics

Description	2017	2018	2019
Kildonan (39.49 hectares)			
Days Open	186	179	175
Total Rounds	24,034	24,884	27,312
Windsor (46.13 hectares)			
Days Open	166	171	168
Total Rounds	20,638	21,482	23,915
Crescent Drive (15.39 hectares)			
Days Open	158	159	162
Total Rounds	13,872	14,158	13,596
Harbour View (12.8 hectares)			
Days Open	187	174	175
Total Rounds	10,262	9,609	9,790

There are four different types of arrangements under which the golf courses are managed:

- City Operated and Maintained: Kildonan Park, Windsor Park, Crescent Drive
- Leased Properties: Rossmere, St. Boniface, Transcona, Wildwood Club, Assiniboine, Canoe Club, Tuxedo
- Managed Contract: John Blumberg
- City Maintained/Contractor Operated: Harbour View Golf Course and Recreation Complex

Golf Services (SOA)

Contributing Departments

Golf Services SOA 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	2.402	2.430	2.593		2.683	2.774
Grant from the City	0.730	0.730	0.730		0.730	0.730
Provincial funding (service specific)	0.021	0.023	0.023		0.023	0.023
Revenues	**3.153**	**3.184**	**3.347**	**1**	**3.436**	**3.528**
Salaries and benefits	1.302	1.512	1.554		1.582	1.617
Services	0.581	0.634	0.560		0.573	0.587
Materials, parts and supplies	0.213	0.209	0.224		0.231	0.233
Assets and purchases	-	-	-		-	-
Grants, transfers and other	0.044	0.043	0.046		0.047	0.048
Recoveries	-	-	-		-	-
Operating expenses	**2.140**	**2.398**	**2.383**		**2.433**	**2.485**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	0.094	0.083	0.066		0.054	0.041
Depreciation and amortization	0.236	0.237	0.243		0.241	0.237
Total Expenses	**2.471**	**2.718**	**2.693**	**2**	**2.728**	**2.762**
Surplus/(Deficit)	**0.682**	**0.465**	**0.654**		**0.708**	**0.766**
Full-time Equivalent Positions	**18**	**24**	**24**		**24**	**24**

Winnipeg Golf Services is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in service revenue	0.163
	0.163

2 Expenses

Increase in salaries and benefits	0.042
Decrease in equipment servicing and fleet capital lease	(0.074)
Miscellaneous adjustments	0.007
	(0.025)

Animal Services (SOA)

Description

To provide animal control measures under the Responsible Pet Ownership By-Law. The Agency's services include:

- Licensing: Pet licensing and permits.
- Kenneling: Kenneling and care for stray pets. Quarantine kenneling for biting dogs.
- Adoption: A progressive adoption program for unclaimed dogs, which reduces euthanasia.
- Educational Outreach: Attendance at community events regarding responsible pet ownership and pet safety. Additional ongoing presentations to school groups, service organizations, and newcomer groups.
- By-Law Enforcement: Enforcement of the Responsible Pet Ownership By-Law, neighbourhood dispute resolution, investigation and response, pick up of injured animals, after hours emergency response, police and fire assists, investigation of illegal animal complaints.

The Agency also provides funding to the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals, and a subsidized cat spray/neutering program.

Key Goals

1. Increase customer service and satisfaction.
2. Improve health and safety of neighbourhoods.
3. Enhance the Agency's public image.

Service Level Statistics

Description	2017	2018	2019
Number of requests for service	12,755	10,325	10,262
Number of dogs impounded	987	972	900
Number of dogs adopted	239	286	348
Number of dogs returned to owners by the Animal Services Agency	646	564	499
Number of licensed pets reunited with their owner by 311 [A]	670	534	619
Number of dogs sent to rescues	65	28	27
Number of dogs euthanized [B]	31	32	11
Number of biting dog complaints	236	248	240
Number of biting dogs quarantined	60	78	40
Number of dogs running at large complaints	2,402	2,646	2,105
Number of cats running at large complaints	680	783	733
Number of current dog licenses	51,665	48,302	46,769
Number of current cat licenses	27,026	26,053	27,020
Number of by-law charges laid	1,045	749	981

[A] Includes dogs and cats wearing licenses reunited by 311 without those pets setting foot in an animal shelter.

[B] Out of the 11 dogs euthanized in 2019, 8 had bitten people.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	2.655	2.588	2.603		2.618	2.632
Grant from the City	0.771	0.771	1.271		1.271	1.271
Provincial funding (service specific)	0.027	0.027	0.027		0.027	0.027
Revenues	**3.453**	**3.387**	**3.901**	**1**	**3.916**	**3.931**
Salaries and benefits	1.731	2.000	2.027		2.062	2.104
Services	0.379	0.378	0.353		0.354	0.356
Materials, parts and supplies	0.163	0.132	0.132		0.131	0.131
Assets and purchases	0.039	0.009	0.009		0.009	0.009
Grants, transfers and other	1.295	1.224	1.225		1.225	1.215
Recoveries	-	-	-		-	-
Operating Expenses	**3.607**	**3.743**	**3.746**		**3.781**	**3.815**
Debt and finance charges	-	-	-		-	-
Depreciation and amortization	0.014	0.007	0.005		-	-
Total Expenses	**3.620**	**3.750**	**3.751**	**2**	**3.781**	**3.815**
Surplus/(Deficit)	**(0.167)**	**(0.363)**	**0.150**		**0.135**	**0.116**
Full-time Equivalent Positons	**25**	**27**	**27**		**27**	**27**

Animal Services is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.
The mill rate support grant from the City is administered through the Community Services Department. This includes funding in the amount of $652,273 annually for a Service Agreement with the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals and a subsidized cat spray/neutering program.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in transfer from general revenue fund	0.500
Miscellaneous adjustments	0.014
	0.514

2 Expenses

Increase in salaries and benefits due to contractual obligations	0.027
Decrease in capital lease due to expired lease	(0.024)
Miscellaneous adjustments	(0.002)
	0.001

Executive Policy



Photo: City of Winnipeg

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Organizational Support Services

Includes:

- *Chief Administrative Office*
- *Communications*
- *Financial Management*
- *Human Resource Services*
- *Indigenous Relations*
- *Infrastructure Planning*
- *Legal Services*

Description

Organizational Support Services provides leadership and professional services to support the delivery of public services to the citizens of Winnipeg. By providing financial, human resource, and other specialized services, Organizational Support Services ensures that the civic organization has the capability and technical expertise to support the delivery of public services.

Key Goals

1. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. To provide the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. To provide strategic direction and leadership in the planning and governance of City-wide business service delivery, including enhancement of decision making, as well as asset use optimization.
5. To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.

Service Level Statistics

Description	2017	2018	2019
Tax Supported Operating Budget	$1.079 billion	$1.082 billion	$1.125 billion
Utility Operating Budget (expenditures) [A]	$582 million	$593 million	$685 million
Special Operating Agencies Operating Budget (expenditures)	$73 million	$84 million	$89 million
Capital Budget [B]	$453 million	$380 million	$368 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.1%	53.2%	52.7%
Average Annual Headcount	10,444	10,490	10,638
Average Age of City Employees / Average Years of Service	41.88 / 11.60	41.78 / 11.46	42.07 / 11.63
Number of Workers Compensation Claims	1,343	1,296	1391
Number of News Releases	443	361	527
Translation - Words Translated [C]	486,371	414,834	555,773
Media Inquiries	2,226	2,742	2,945
In-person Interactions - Bilingual Service Centre	7,163	10,903	9,842
Number of Public Engagement Events [D]	93	61	104

[A] 2017 to 2019 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately $35.6 million, $38.2 million, and $34.2 million, respectively.
[B] 2017 and 2018 restated include capital from special operating agencies.
[C] 2018 was restated to include both internal and external translations.
[D] Fewer Public Engagement Events in 2018 due to the election.

Indigenous Relations

Description

Enhancing the City of Winnipeg's role as a leader in reconciliation and Indigenous Relations in Winnipeg. Including but not limited to initiatives such as:
- Implementing the five Truth and Reconciliation Commission (TRC)'s Calls to Actions directed at municipalities:
  - Number 43 United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP)
  - Number 47 Doctrine of Discovery
  - Number 57 Training
  - Number 77 Archives
  - Number 75 Cemeteries
- Supporting Indigenous Youth through Oshki Annishinabe - the City of Winnipeg's Indigenous Youth Strategy
- Executing the Welcoming Winnipeg Policy and related projects
- Providing a foundation for Winnipeg's Indigenous Accord
- Responding to the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice

Key Goals

1. To provide guidance and empower departments to become leaders in Indigenous Relations through the City's Journey of Reconciliation, which includes the implementation of the TRC Calls to Action and other reconciliation-based initiatives.
2. To collaborate with stakeholders and provide resources that support Indigenous community priorities.

Service Level Statistics

Description	2017	2018	2019
INTERNAL			
Number of internal requests for support	26	38	47
Number of policy, process, system or physical changes	3	9	1
Number of staff who participated in education and awareness opportunities [A]	3,364	5,546	2,345
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	35	34	29
EXTERNAL			
Number of external requests for support	83	72	62
Number of youth participants	335	204	279
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	42	40	30
Number of Accord partners (cumulative)	105	135	166
Number of attendees at IRD Events [B]	n/a	n/a	285

[A] Achieved goal of providing mandatory Indigenous Awareness Training to all Public Service staff in 3 years.
[B] This number is an estimate.

Organizational Support Services

Contributing Departments

Corporate Finance	31 %
Human Resource Services	23 %
CAO's Office	18 %
Legal Services	18 %
Customer Service & Communications	10 %

Operating Budget (in millions of $)	2019 Actual *	2020 Budget	2021 Preliminary Budget	Expl	2022 Projection	2023 Projection
Service revenue	0.862	0.655	0.659		0.659	0.659
Provincial funding (service specific)	0.118	0.070	0.080		0.080	0.080
Revenues	**0.980**	**0.725**	**0.739**	**1**	**0.739**	**0.739**
Salaries and benefits	22.153	23.268	23.995		24.269	24.836
Services	2.418	2.324	2.702		2.525	2.450
Materials, parts and supplies	0.344	0.295	0.320		0.320	0.320
Assets and purchases	0.128	0.147	0.151		0.144	0.144
Grants, transfers and other	4.203	3.094	2.906		2.904	2.902
Recoveries	(3.783)	(3.036)	(3.080)		(3.117)	(3.151)
Operating expenses	**25.463**	**26.092**	**26.996**		**27.045**	**27.501**
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	**25.463**	**26.092**	**26.996**	**2**	**27.045**	**27.501**
Mill Rate Support/(Contribution)	**24.483**	**25.367**	**26.257**		**26.306**	**26.762**
Full-time Equivalent Positions	**374**	**217**	**223**		**221**	**221**

*** Restated to align with 2020 Budget.**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

Increase in Provincial grants	0.010
Miscellaneous adjustments	0.004
	0.014

2 Expenses

Increase in salaries and benefits	0.595
Increase in consulting and professional services	0.340
Increase in salary ($132,000) and non-salary costs ($35,000) to support the re-establishment of an Economic Development Office related to pandemic recovery	0.167
Increase in recoveries from Federal Safe Restart Program funding held in the General Purpose Reserve to offset increase related to pandemic recovery initiatives - see above	(0.167)
Miscellaneous adjustments	(0.031)
	0.904

Organizational Support Services

Full-time Equivalent Positions

Increase of 6 FTEs due to increase of 2 FTEs in the CAO's Office (1 FTE transfer from Community Services department and 1 FTE for the Economic Development Office); 2 FTEs in Legal Services department; and 3 FTEs authorized in the 2020 budget now at full year in 2021 and a decrease of 1 FTE in Human Resource Services

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Chief Administrative Offices	Revenue	0.150	-	-	-	-
	Operating expenses	2.178	1.795	1.870	1.810	1.846
	Transfer to Capital	-	-	-	-	-
		2.027	1.795	1.870	1.810	1.846
Communications	Revenue	0.087	0.070	0.080	0.080	0.080
	Operating expenses	2.249	2.601	2.626	2.556	2.626
	Transfer to Capital	-	-	-	-	-
		2.162	2.531	2.546	2.476	2.546
Financial Management	Revenue	0.177	0.180	0.184	0.184	0.184
	Operating expenses	7.199	8.217	8.265	8.394	8.585
	Transfer to Capital	-	-	-	-	-
		7.022	8.038	8.081	8.210	8.401
Human Resource Services	Revenue	-	-	-	-	-
	Operating expenses	6.236	6.026	6.123	6.190	6.288
	Transfer to Capital	-	-	-	-	-
		6.236	6.026	6.123	6.190	6.288
Indigenous Relations	Revenue	0.001	-	-	-	-
	Operating expenses	1.917	1.894	1.898	1.913	1.925
	Transfer to Capital	-	-	-	-	-
		1.916	1.894	1.898	1.913	1.925
Infrastructure Planning	Revenue	-	-	-	-	-
	Operating expenses	1.091	1.099	1.213	1.241	1.270
	Transfer to Capital	-	-	-	-	-
		1.091	1.099	1.213	1.241	1.270
Legal Services	Revenue	0.565	0.475	0.475	0.475	0.475
	Operating expenses	4.593	4.459	5.001	4.942	4.962
	Transfer to Capital	-	-	-	-	-
		4.028	3.984	4.526	4.467	4.487
Mill Rate Support/(Contribution)		**24.483**	**25.367**	**26.257**	**26.306**	**26.762**

Assessment, Taxation and Corporate

Includes:

- *Assessment and Taxation*
- *Corporate Accounts*

Description

To provide timely and accurate property and business valuations, tax billing and collection services.
General revenue and corporate expenses/savings that are not attributable directly to any other public or internal service, include:
- Taxation revenue and tax credits.
- Operating grants from the Province of Manitoba.
- Provincial payroll tax and offsetting support grant from the Province.
- Revenue from sale of Winnipeg Hydro/utility dividends.
- Pension contribution adjustments.
- Interest income.
- Debt and finance charges not attributable to any other City services.
- Corporate risk management.

Key Goals

1. Provide valuations that are accessible to the public.
2. Reduce the financial risk of assessment appeals.
3. Provide accurate valuations that are fair and timely.
4. Enhance the understanding of valuations and their underlying principles both internally and externally.
5. Deliver a timely, accurate tax billing and collection service.
6. Improve customer service.

Service Level Statistics

Description	2017	2018	2019
Budgeted Revenue:			
Property tax [A]	$570.2 million	$586.9 million	$609.1 million
Business tax	$57.5 million	$56.9 million	$56.9 million
Other taxation [A]	$24.1 million	$24.2 million	$24.7 million
Property Tax:			
Residential properties	215,871	218,361	220,877
Non-residential properties	13,799	13,873	13,863
% Residential	94.0%	94.0%	94.1%
% Non-residential	6.0%	6.0%	5.9%
Total market value assessment	$85.3 billion	$89.6 billion	$90.8 billion
Total taxable portioned assessment	$41.4 billion	$43.6 billion	$44.2 billion
% Residential	73.2%	72.06%	72.28%
% Non-residential	26.8%	27.94%	27.72%
Number of real and personal property assessment notices produced [B]	26,208	225,735	24,533
Business tax:			
Number of businesses	15,393	15,708	15,112
Collections:			
Current	97.7%	98.0%	97.7%
Arrears	63.8%	59.8%	61.7%

[A] Local improvements revenue included in property tax and not other taxation.

[B] General Reassessment in 2018

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 203 %
Corporate Accounts (103) %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Property Taxation	607.834	634.562	658.680		682.144	705.089
Business Taxation	56.916	57.916	57.916		57.916	57.916
Other Taxation	26.042	27.376	26.325		28.849	29.558
Provincial grants	68.345	68.347	68.345		68.345	68.345
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000
Utility Dividend	34.212	34.587	35.681		36.693	37.721
Transfers from Other City Funds	14.222	(5.298)	21.336		(11.138)	(0.387)
Other corporate revenue (primarily tax penalty interest, general government charges, and dividend from Parking Authority)	46.087	45.580	37.207		41.425	41.330
Revenues	**869.658**	**879.070**	**921.490**	**1**	**920.234**	**955.572**
Salaries and benefits	5.270	11.629	14.163		14.422	14.720
Services	3.620	4.637	4.412		4.897	4.959
Materials, parts and supplies	0.268	0.388	0.397		0.407	0.412
Assets and purchases	0.016	0.042	0.042		0.042	0.042
Grants, transfers and other	22.285	5.317	(7.947)		(16.007)	(8.486)
Recoveries	(0.433)	(0.615)	(7.406)		(0.636)	(0.646)
Operating expenses	**31.027**	**21.398**	**3.661**		**3.125**	**11.000**
Transfer to Capital	(1.995)	-	(1.645)		0.412	-
Debt and finance charges	1.202	4.933	6.101		6.451	6.275
Total Expenses	**30.234**	**26.331**	**8.117**	**2**	**9.988**	**17.275**
Mill Rate Support/(Contribution)	**(839.423)**	**(852.740)**	**(913.373)**		**(910.247)**	**(938.297)**
Full-time Equivalent Positions	**116**	**130**	**130**		**130**	**130**

The negative contribution from Corporate Accounts is due to $31.8 million of efficiency savings budgeted in 2021.

Assessment, Taxation and Corporate

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues	
Transfer from Financial Stabilization Reserve	25.632
Increase in municipal property taxes due to tax increase of 2.33%, growth in the assessment base and reduction in tax credits	24.118
Increase in dividend from Waterworks and Sewage Disposal	1.094
Transfer from Workers Compensation Reserve	1.000
Increase in short term investment interest	0.319
Decrease in dividend from Winnipeg Parking Authority	(4.965)
Compensate for City revenue shortfall for re-introduction of property and business tax penalty waivers to be funded by Federal Safe Restart program funding. Offset by recovery from General Purpose Reserve	(3.781)
Decrease in entertainment funding tax revenue due to estimated impact of COVID-19 pandemic	(1.000)
Miscellaneous adjustments	0.003
	42.420
2 Expenses	
Establish a Winnipeg COVID Economic program to assist small businesses and non-profit organizations that have suffered a revenue decline due to the pandemic - in 2021 only, funded from the Federal Safe Restart program. Offset by recovery from General Purpose Reserve	3.000
Increase in benefits primarily due to elimination of police pension savings	2.308
Increase in debt and finance charges	1.168
Increase in insurance premiums and claims	0.356
Increase in provision for cost increases	0.308
Increase in provincial payroll tax	0.261
Increase in salaries and benefits	0.226
Increase in efficiency savings from $15,200,342 in 2020 to $31,781,194 in 2021	(16.581)
Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives	(6.781)
Capital closure surplus in 2021 only - refer to Appendix 5A	(1.645)
Decrease in consulting services primarily due to Review of the Winnipeg Police Pension Fund in 2020	(0.500)
Decrease in provision for bad debts	(0.298)
Miscellaneous adjustments	(0.036)
	(18.214)

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Assessment and Taxation	Revenue	716.140	745.560	764.883	794.745	818.411
	Operating expenses	21.097	20.270	16.478	20.097	20.097
	Transfer to Capital	0.530	-	-	0.412	-
		(694.513)	(725.289)	(748.405)	(774.236)	(798.314)
Corporate	Revenue	153.518	133.511	156.607	125.489	137.161
	Operating expenses	11.132	6.060	(6.715)	(10.521)	(2.822)
	Transfer to Capital	(2.525)	-	(1.645)	-	-
		(144.910)	(127.450)	(164.967)	(136.010)	(139.983)
Mill Rate Support/(Contribution)		**(839.423)**	**(852.740)**	**(913.373)**	**(910.247)**	**(938.297)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2019 Actual	2020 Forecast	2021 Preliminary Budget	2022 Projection	2023 Projection
- Commitment Reserve	3.913	2.527	2.418	2.630	2.544
- Financial Stabilization Res	107.766	112.459	90.564	101.930	102.694
- General Purpose Reserve	0.171	8.947	0.729	0.232	0.065
- Impact Fee Reserve	30.375	36.987	36.987	36.987	31.749
- Insurance Reserve	3.076	3.108	3.108	3.108	3.108
- Workers Compensation Reserve	3.325	3.992	2.992	2.992	2.992

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	0.237	1.224	1.461

Contact Centre - 311

Description

To provide accurate information and enhanced customer service through requests for non-emergency services to the citizens and customers of the City of Winnipeg through a single point of contact.

Key Goals

1. Improve citizen satisfaction through the ease of use and access to 311.
2. Improve call tracking capabilities to better analyze citizen needs for service.
3. Improve service request routing and tracking to ensure accountability to citizens.

Service Level Statistics

Description	2017	2018	2019
Total Calls Received [A]	959,676	858,962	799,210
Total Calls Answered [A] [B]	808,666	666,565	674,011
Number of Service Requests	496,946	417,628	374,623
Number of Information Requests	646,192	583,016	526,211
Number of Emails	107,082	93,107	112,460
Average Talk Time (in minutes)	4:39	4:54	5:13
Average Wait Time (in minutes) [C]	3:04	7:36	2:56
Number of Self Service Online	1,782	2,032	2,084
Number of Mobile App Interactions	1,032	1,464	3,233
Number of In-person Interactions [D]	6,459	22,360	36,757
Number of Social Media Interactions	13,862	12,969	17,017

[A] The difference between Total Calls Received and Total Calls Answered is due to a combination of abandoned calls, as well as the use of an Interactive Voice Response (IVR) system which answers the caller's question without needing to speak to an agent.

[B] Overall call volumes decreased but complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. More interactions are also seen in other service channels other than phone.

[C] Increase in 2018 wait time due to issues with staffing. Decrease in wait time in 2019 due to lower turnover of Customer Service Representatives (CSRs), updated training curriculums that results CSRs taking calls earlier in the training process as well as fewer calls received.

[D] Decrease in 2017 In Person Interactions is attributable to lack of recording the statistic.

Contact Centre - 311

Contributing Departments

Customer Service and Communications 100 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.502	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.502**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	5.329	4.944	4.722		4.795	4.878
Services	0.546	0.561	0.561		0.561	0.561
Materials, parts, and supplies	0.012	0.109	0.109		0.109	0.109
Assets and purchases	0.015	0.006	0.006		0.006	0.006
Grants, transfers and other	0.461	0.417	0.430		0.443	0.456
Recoveries	(0.012)	(1.517)	(1.519)		(1.521)	(1.524)
Operating expenses	**6.351**	**4.521**	**4.310**		**4.393**	**4.486**
Transfer to Capital	-	0.122	-		-	-
Debt and finance charges	-	-	0.011		0.022	0.033
Total Expenses	**6.351**	**4.643**	**4.320**	**2**	**4.415**	**4.519**
Mill Rate Support/(Contribution)	**4.849**	**4.643**	**4.320**		**4.415**	**4.519**
Full-time Equivalent Positions	**105**	**80**	**75**		**75**	**75**

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in debt and finance charges	0.011
Transfer to Capital	(0.122)
Decrease in salaries and benefits due to closure of the 311 counter at 510 Main Street	(0.222)
Miscellaneous adjustments	0.010
	(0.323)

Full-time Equivalent Positions

Decrease of 5 FTE due to closure of the 311 counter (510 Main Street) and reduction of hours at the 311 call centre.

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	0.100	0.207	0.307

Council Services

Includes:

- *Auditing*
- *Mayor and Council*
- *Archives*
- *Elections*
- *Citizen Access and Appeals*
- *Council Support*
- *Executive Support*

Audit

Description

The Audit Department is classified as an independent external auditor under Government Auditing Standards due to statutory safeguards that require the City Auditor to report directly to Council, through the Audit Committee. The Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee).

The purpose of the Audit Department is to provide independent and objective information, advice and assurance with respect to the performance of civic services in support of open, transparent and accountable government. The value to Council is the ability to use credible information to support their decision-making efforts. Stakeholders are the Public Service and residents.

Key Goals

1. To support the achievement of transparent, efficient and effective City government services.
2. To deliver value-added, cost-effective and innovative audit services and reports.
3. To continue the proactive involvement of Audit in organizational initiatives.
4. To complete the projects identified in the audit plan and to report results to stakeholders.
5. To promote a respectful, team-oriented and professional workplace.

Service Level Statistics

Description	2017	2018	2019
Audit Committee Meetings	5	5	8
Audit Projects Completed			
Assurance Projects	24	21	24
Advisory Projects	3	2	4
Investigation Projects [A]	81	114	105
Projects in Progress	18	12	17

[A] In 2019 there were 117 new Fraud & Waste Hotline reports - 12 investigations were in progress and were carried over to 2020.

Council Services

City Clerks

Description

The City Clerk's Department provides direct policy, procedural and administrative services to the Mayor, Speaker and Members of Council, Executive Policy Committee, Standing Policy Committees, the Mayor's Office and Senior Administrators. The Department is the gateway to the City for political decision-making and providing access to information about the City, its services and the decision-making process. It captures, communicates and maintains a complete and accurate record of all Council decisions since the City's inception.

The City Clerk's Department has statutory responsibility for the administration of elections and by-elections as designated by The City of Winnipeg Charter, The Municipal Councils and School Boards Elections Act and for supporting Council and its Committees under The City Organization By-law, and undertakes all hearings related to assessment appeals through the Board of Revision. As well, the Department coordinates requests for access to information under The Freedom of Information and Protection of Privacy Act (FIPPA), leads the City-wide records and information management program and preserves civic history through the operation of the City of Winnipeg Archives.

Key Goals

1. To lead in the provision of customer service to our varied clients including the Mayor's Office, Councillors, the Administration and the Public.
2. Enable cost savings and improve delivery of services to Council and the Public through the ongoing development of information technology by continuing to enhance Open Government, e-government and other electronic systems.
3. Review existing systems to ensure they are in keeping with changing environmental conditions and making full usage of technology and processes to reduce costs and maximize efficiency.
4. Ensure democracy at the local government level with ongoing election planning and delivery for by-elections and general elections.

Service Level Statistics

Description	2017	2018	2019
Total Committee meetings held	277	244	247
Public Council / Standing Committee meetings undertaken	114	84	118
Committee meeting videos - live streamed & posted	241	222	217
Board of Revision appeals filed	5,653	602	5,923
Board of Revision hearings	337	318	401
Board of Adjustment meetings	24	23	23
Board of Adjustment orders issued	257	322	316
Appeal Committee hearings	66	66	94
Decision Making Information System site visits [A]	n/a	527,385	557,033
Decision Making Information System documents posted	1,004	811	1,369
FIPPA requests processed	859	917	1,049
Records requested from Records Centre [B]	1,301	903	804
Records requested from Archives	1,473	1,061	1,187
In-person visits to Archives	347	353	304
Mail and phone inquiries processed by Archives	1,021	908	919
Public tours	29	11	14
Archival exhibits	5	4	7
Records transferred to Archives/Records Centre [B]	961	155	1,932
Records destroyed - By-law 86/2010 (Cu. Ft.) [C]	40	405	254
Visits to Archives Website [D]	35,579	105,475	89,426

[A] Method to track statistics has been modified beginning 2018.

[B] Change in 2018 and 2019 in order to accommodate the move of records to 1450 Mountain Ave.

[C] Volumes vary from year to year as the rate of destruction depends on the retention schedules.

[D] 2018 and 2019 includes the addition of visits to the Winnipeg in Focus website.

Council Services

Contributing Departments

City Clerk's	45 %
Council	28 %
Mayor's Office	11 %
Audit	10 %
Policy & Strategic Initiatives	6 %

Operating Budget (in millions of $)	2019 Actual	2020 Budget	2021 Preliminary Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.887	0.096	0.096		0.516	0.096
Provincial funding (service specific)	0.012	-	-		-	-
Revenues	**0.899**	**0.096**	**0.096**	**1**	**0.516**	**0.096**
Salaries and benefits	7.742	8.352	8.540		9.663	8.714
Services	2.583	2.985	3.559		5.083	2.942
Materials, parts, and supplies	0.203	0.174	0.174		0.256	0.174
Assets and purchases	0.084	0.017	0.058		0.118	0.018
Grants, transfers and other*	3.043	2.500	2.508		0.346	2.480
Recoveries	(0.317)	(0.100)	(0.700)		(1.336)	(0.100)
Operating expenses	**13.338**	**13.928**	**14.138**		**14.129**	**14.228**
Transfer to Capital	-	-	-		0.210	-
Debt and finance charges	0.104	0.104	0.114		0.125	0.136
Total Expenses	**13.442**	**14.032**	**14.253**	**2**	**14.464**	**14.365**
Mill Rate Support/(Contribution)	**12.543**	**13.936**	**14.157**		**13.948**	**14.269**
Full-time Equivalent Positions	**92**	**79**	**81**		**86**	**79**

* *Civic Initiatives, Promotional and Protocol (partially allocated to the Economic Development Service) are Mayor's Office programs that may include making grants:*

(a) to assist a charitable or non-profit organization, association or corporation;
(b) to aid sports and recreation;
(c) to support economic and cultural development;
(d) to improve, preserve, repair, maintain, convert or develop any property in the City; or
(e) for any other purpose that the Mayor considers may be in the interests or to the advantage of the City or its citizens.

Explanation of 2021 Change from 2020

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.188
Increase in funding for COVID-19 recovery initiatives / programs to support physical wellness, mental health and supplies / equipment to community groups - $40,000 per ward (offset by recovery from General Purpose Reserve using Federal Safe Restart program funding)	0.600
Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives - see above	(0.600)
Miscellaneous adjustments	0.033
	0.221

Full-time Equivalent Positions

Increase of 2 FTEs within City Clerks Department on a temporary basis for remote meeting support.

Council Services

Service Detail Sub-services (in millions of $)		2019 Actual	2020 Budget	2021 Preliminary Budget	2022 Projection	2023 Projection
Auditing	Revenue	-	-	-	-	-
	Operating expenses	1.228	1.379	1.354	1.349	1.350
	Transfer to Capital	-	-	-	-	-
		1.228	1.379	1.354	1.349	1.350
Mayor and Council	Revenue	0.011	-	-	-	-
	Operating expenses	5.796	5.958	5.995	6.044	6.095
	Transfer to Capital	-	-	-	-	-
		5.785	5.958	5.995	6.044	6.095
Archives-City Clerks	Revenue	0.002	-	-	-	-
	Operating expenses	1.251	1.462	1.489	1.522	1.552
	Transfer to Capital	-	-	-	-	-
		1.249	1.462	1.489	1.522	1.552
Elections-City Clerks	Revenue	0.008	-	-	-	-
	Operating expenses	0.785	0.753	0.753	0.710	0.710
	Transfer to Capital	-	-	-	-	-
		0.777	0.753	0.753	0.710	0.710
Citizen Access and Appeals	Revenue	0.779	0.055	0.055	0.475	0.055
	Operating expenses	0.874	0.747	0.756	0.871	0.817
	Transfer to Capital	-	-	-	-	-
		0.095	0.692	0.701	0.396	0.762
Council Support-City Clerks	Revenue	0.098	0.041	0.041	0.041	0.041
	Operating expenses	2.871	2.913	3.087	2.940	3.023
	Transfer to Capital	-	-	-	0.210	-
		2.772	2.872	3.046	3.109	2.982
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.637	0.820	0.818	0.818	0.818
	Transfer to Capital	-	-	-	-	-
		0.637	0.820	0.818	0.818	0.818
Mill Rate Support/(Contribution)		**12.543**	**13.936**	**14.157**	**13.948**	**14.269**

Additional Financial Information

Capital Budget	2021 Preliminary Budget	2022-2026 Forecast	6 Year Total
(In millions of $)	0.100	0.510	0.610

Appendices



Photo: Tyler Walsh, courtesy Tourism Winnipeg

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Operating Budget
Tax Supported Summary

	2020 Adopted Budget (Restated) [3]	2021 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Revenue:								
Property tax	$ 641,748,483	**$ 664,716,502**	$ 22,968,019	3.6	1	$ 688,204,567	$ 712,534,713	3.6
Property tax credits	(7,186,318)	**(6,036,055)**	1,150,263	(16.0)	1	(6,060,102)	(7,445,364)	(5.5)
Business tax	63,378,301	**65,278,301**	1,900,000	3.0	2	63,378,301	63,378,301	0.0
Business tax credits	(5,462,461)	**(7,362,461)**	(1,900,000)	34.8	2	(5,462,461)	(5,462,461)	(1.5)
Other taxation	27,375,934	**26,325,183**	(1,050,751)	(3.8)	3	28,849,346	29,557,937	3.4
Street renewal frontage levy	63,795,219	**63,950,868**	155,649	0.2	4	64,305,118	64,659,368	0.6
Government grants	146,406,021	**149,230,522**	2,824,501	1.9	5	149,921,968	149,938,111	1.0
Regulation fees	76,975,310	**69,298,488**	(7,676,822)	(10.0)	6	77,734,206	77,860,352	1.3
Sale of goods and services	54,388,605	**50,867,180**	(3,521,425)	(6.5)	7	56,345,252	56,935,755	1.5
Interest	7,198,482	**7,517,655**	319,173	4.4	8	7,320,024	7,017,387	3.7
Transfers from other funds	12,435,406	**37,672,129**	25,236,723	202.9	9	1,712,691	12,570,655	170.4
Utility dividends	34,586,983	**35,680,697**	1,093,714	3.2	10	36,692,778	37,720,937	2.5
Other	28,306,943	**23,276,421**	(5,030,522)	(17.8)	11	23,832,775	23,992,018	(2.6)
Total Revenue	**$ 1,143,946,908**	**$ 1,180,415,430**	**$ 36,468,522**	**3.2**		**$ 1,186,774,463**	**$ 1,223,257,709**	**2.1**
Expenditures: [1]								
Departmental Operating Expenditures:								
Police Service	$ 294,496,130	**$ 301,150,523**	$ 6,654,393	2.3	12	$ 307,392,529	$ 312,388,746	1.9
Public Works	151,783,775	**153,188,938**	1,405,163	0.9	13	154,219,616	156,409,747	0.7
Fire Paramedic Service	204,315,402	**210,806,479**	6,491,077	3.2	14	212,964,713	216,949,346	2.1
Community Services	106,877,631	**109,857,764**	2,980,133	2.8	15	110,387,713	112,003,544	1.6
Planning, Property and Development	42,395,703	**42,150,685**	(245,018)	(0.6)	16	41,702,306	41,625,675	(0.2)
Water and Waste	23,540,632	**24,610,022**	1,069,390	4.5	17	23,880,005	24,883,868	1.8
Street Lighting	12,408,965	**13,302,456**	893,491	7.2	18	13,954,394	14,570,623	2.8
Assessment and Taxation	18,416,150	**14,600,727**	(3,815,423)	(20.7)	19	18,762,757	18,938,735	(1.0)
Innovation, Transformation and Technology	22,427,575	**21,433,687**	(993,888)	(4.4)	20	20,579,616	19,957,424	(2.5)
City Clerks	12,820,109	**12,027,157**	(792,952)	(6.2)	21	11,980,665	12,036,945	(2.7)
Corporate Finance	8,217,443	**8,264,896**	47,453	0.6	22	8,393,659	8,585,280	0.7
Customer Service and Communications	7,121,822	**6,935,406**	(186,416)	(2.6)	23	6,949,496	7,112,657	(4.2)
Human Resource Services	6,026,331	**6,122,946**	96,615	1.6	24	6,189,730	6,287,749	1.0
Other departments	18,477,218	**19,224,429**	747,211	4.0	25	19,195,240	19,344,726	1.6
Sub-total Departmental	$ 929,324,886	**$ 943,676,115**	$ 14,351,229	1.5		$ 956,552,439	$ 971,095,065	1.3

Operating Budget
Tax Supported Summary

	2020 Adopted Budget (Restated) [3]	2021 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Corporate:								
Taxes	11,747,206	**12,008,428**	261,222			12,248,597	12,493,569	
Insurance and damage claims	3,900,814	**4,256,988**	356,174			4,575,226	4,762,565	
Contribution to Transit [2]	67,264,811	**104,272,500**	37,007,689			78,501,408	85,306,439	
Other	(12,666,654)	**(27,205,401)**	(14,538,747)			(32,461,672)	(25,194,718)	
Sub-total Corporate	$ 70,246,177	**$ 93,332,515**	$ 23,086,338	32.9	26	$ 62,863,559	$ 77,367,855	3.1
Total Operational Expenditures	**$ 999,571,063**	**$ 1,037,008,630**	**$ 37,437,567**	**3.7**		**$ 1,019,415,998**	**$ 1,048,462,920**	**1.2**
Capital related expenditures:								
Transfer to Capital	20,400,601	**5,626,000**	(14,774,601)			9,600,000	2,080,000	
Transfer to Regional Street Renewal Reserve	36,770,000	**42,870,000**	6,100,000			49,170,000	51,170,000	
Transfer to Local Street Renewal Reserve	41,270,000	**47,370,000**	6,100,000			53,670,000	64,670,000	
Transfer to Capital - Frontage Levy	10,000,000	**10,000,000**	-			10,000,000	10,000,000	
Debt and Finance Charges	35,935,244	**39,186,110**	3,250,866			44,918,465	46,874,789	
Capital Closure Surplus	-	**(1,645,310)**	(1,645,310)			-	-	
Total Capital Related Expenditures	$ 144,375,845	**$ 143,406,800**	$ (969,045)	(0.7)		$ 167,358,465	$ 174,794,789	9.2
Total Expenditures	**$ 1,143,946,908**	**$ 1,180,415,430**	**$ 36,468,522**	**3.2**		**$ 1,186,774,463**	**$ 1,223,257,709**	**2.1**
	$ -	**$ -**	**$ -**			**$ -**	**$ -**	
			Year over Year Variance			**0.5%**	**3.1%**	

Notes:

1 Departmental operating expenditures are net of capital related expenditures (transfers to capital and debt and finance charges).

2 Refer to variance explanation #11 in Utility Operations section of this Appendix.

3 2020 Adopted Budget figures have been restated to move Shared Health Transfer to Capital from operating expenditures to capital related expenditures.

Operating Budget
Tax Supported Revenue - 2021 Compared to 2020

Expl. No.	Explanations		Variance
1	**Property tax** 2021 property tax revenue reflects a mill rate of 13.161 and includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, an additional 1% property tax increase dedicated to the renewal of regional streets, sidewalks and bridges, and a 0.33% property tax increase dedicated to the second phase of the Southwest Rapid Transitway, for a total property tax increase of 2.33%.	**$**	**24,118,282**
2	**Business tax** 2021 business tax rate has been maintained at 4.84%. The small business tax credit program will provide a full rebate in 2021 to businesses with an annual rental value of $44,200 ($35,700 in 2020) or less.	**$**	**-**
3	**Other taxation**		
	Decrease in entertainment funding tax revenue due to estimated impact of COVID-19 pandemic.	$	(1,000,000)
	Decrease in electricity and gas tax revenue.		(70,000)
	Net increase in other taxation revenue.		19,249
	Total	**$**	**(1,050,751)**
4	**Street renewal frontage levy**		
	Increase in street renewal frontage levy revenue for frontage foot growth.	**$**	**155,649**
5	**Government grants**		
	Increase in Provincial / Shared Health funding based on costs allocated to emergency medical services program.	$	1,814,151
	Increase in Provincial Funding for Police Services - Guns and Gangs initiative.		1,001,754
	Net increase in other grants.		8,596
		$	**2,824,501**

Operating Budget
Tax Supported Revenue - 2021 Compared to 2020

Expl. No.	Explanations		Variance
6	**Regulation fees**		
	Decrease in tax penalty revenue to compensate for City revenue shortfall for re-introduction of property and business tax penalty waivers to be funded by Federal Safe Restart program funding. Offset by recovery from General Purpose Reserve – refer to explanation #19).	$	(3,781,000)
	Decrease in building, electrical and mechanical revenue primarily due to estimated impact of COVID-19 pandemic, net of inflationary fee increases.		(2,997,743)
	Decrease in library fines revenue due to permanent elimination of fines on overdue library materials effective January 1, 2021.		(535,000)
	Decrease in traffic enforcement initiative revenue.		(400,000)
	Net increase in other miscellaneous revenue.		36,921
	Total	**$**	**(7,676,822)**
7	**Sale of goods and services**		
	Increase in ambulance revenue	$	857,331
	Decrease Recreation revenue due to impacts related to COVID-19 pandemic.		(4,825,146)
	Decrease in library fees for DVD/Blu-Ray wear and tear fees due to permanent elimination of fees on overdue library materials, effective January 1, 2021.		(125,000)
	Net increase in other sales of goods and services.		571,390
	Total	**$**	**(3,521,425)**
8	**Interest**		
	Increase in short-term investment revenue.	**$**	**319,173**
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- Financial Stabilization Reserve.	$	25,632,254
	- Economic Development Investment Reserve.		2,000,000
	- Workers Compensation Reserve.		1,000,000
	- Land Operating Reserve.		(3,000,000)
	- Insect Control Reserve.		(400,000)
	- Net other transfers.		4,469
	Total	**$**	**25,236,723**
10	**Utility dividends**		
	Increase in utility dividend revenue relating to increase in water and sewer rates.	**$**	**1,093,714**
11	**Other**		
	Decrease in Winnipeg Parking Authority dividend.	$	(4,965,189)
	Net decrease in other.		(65,333)
		$	**(5,030,522)**

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations		Variance
12	**Police Service**		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	6,882,084
	Increase in pension costs primarily due to arbitrator's decision.		4,275,108
	Increase in other expenditures due to COVID-19 pandemic impacts.		480,000
	Increase in office equipment maintenance primarily for IT maintenance contracts.		183,024
	Increase in other operating supplies primarily for radio battery evergreening.		151,688
	Increase in expenditure management.		(5,100,000)
	Decrease in civic accommodation charges.		(379,485)
	Net operational cost increase.		161,974
	Total operational expenditures increase net of capital related expenditures.	**$**	**6,654,393**
	Transfer to Capital.		1,179,000
	Debt and finance charges.		722,102
	Total	**$**	**8,555,495**
13	**Public Works**		
	Increase to forestry branch expenditures to help restore the damaged tree canopy from the October 2019 storm.	$	1,000,000
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.		759,949
	Increase in civic accommodation charges.		192,423
	Increase in fuel costs.		115,022
	Decrease in fleet operating and capital leases.		(780,855)
	Net operational cost increase.		118,624
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,405,163**
	Transfer to Local Street Renewal Reserve.		6,100,000
	Transfer to Regional Street Renewal Reserve.		6,100,000
	Transfer to Capital.		(7,656,000)
	Debt and finance charges.		(487,351)
	Total	**$**	**5,461,812**

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations		Variance
14	**Fire Paramedic Service**		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	5,204,391
	Increase in personal protective equipment to meet provincial health guidelines related to COVID-19 pandemic.		1,200,000
	Net operational cost increase.		86,686
	Total operational expenditures increase net of capital related expenditures.	**$**	**6,491,077**
	Transfer to Capital.	$	150,000
	Shared Health Capital Contribution.		(534,601)
	Debt and finance charges.		874,777
	Total	**$**	**6,981,253**
15	**Community Services**		
	Increase in facilities costs for continued operation of Terry Sawchuk arena and increased cleaning costs related to COVID-19 pandemic.	$	1,888,893
	Increase in transfer to Animal Services Agency.		500,000
	Increase in grant to Assiniboine Park Conservancy.		383,000
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments, including the net decrease of FTEs (1 FTE transfer to CAO's Office), and changing library hours to close at 8:00 pm on weekday evenings effective September 2020.		317,325
	Increase in civic accommodation charges.		256,371
	Increase in universal funding formula grants to community centres.		160,000
	Decrease in library materials and books primarily due to the elimination of library fine revenue, effective January 1, 2021.		(365,530)
	Net operational cost decrease.		(159,926)
	Total operational expenditures increase net of capital related expenditures.	**$**	**2,980,133**
	Transfer to Capital.		(3,600,000)
	Debt and finance charges.		505,361
	Total	**$**	**(114,506)**

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations		Variance
16	**Planning, Property and Development**		
	Increase in affordable Housing program from Housing Rehabilitation Investment Reserve using Federal Safe Restart program funding.	$	2,000,000
	Increase in salaries and benefits due to four temporary FTEs for Federal Safe Restart program, and in accordance with collective agreements (primarily offset by recovery from General Purpose Reserve using Federal Safe Restart program funding).		608,987
	Increase in consultant services and computer hardware (primarily offset by recovery from General Purpose Reserve using Federal Safe Restart program funding).		128,276
	Recovery from Housing Rehabilitation Investment Reserve using Federal Safe Restart program funding		(2,000,000)
	Decrease transfer to Municipal Accommodations for vacant, common and corporate space.		(587,202)
	Recovery from General Purpose Reserve using Federal Safe Restart program funding.		(420,025)
	Net operational cost increase.		24,946
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(245,018)**
	Transfer to Capital.		(2,531,000)
	Debt and finance charges.		40,232
	Total	**$**	**(2,735,786)**
17	**Water and Waste - Garbage Collection**		
	Increase in single family collection contracts.	$	1,047,837
	Increase in residential tipping fees.		620,000
	Deferral of multi family bin collection pilot.		(454,726)
	Net operational cost increase.		(143,721)
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,069,390**
18	**Street Lighting**		
	Net increase in costs due to estimated Manitoba Hydro rate changes, new installations and upgrades.	**$**	**893,491**

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations		Variance
19	**Assessment and Taxation**		
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.	$	234,265
	Increase in recovery from the Federal Safe Restart Program.		(3,781,000)
	Decrease in provision for bad debts.		(298,411)
	Net operational cost increase.		29,723
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(3,815,423)**
	Debt and finance charges.		22,672
	Total	**$**	**(3,792,751)**
20	**Innovation, Transformation & Technology**		
	Increase in computer software and hardware.	$	264,300
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.		89,791
	Increase in recoveries due to efficiency savings as part of buy-back options for capital projects (Enterprise Content Management, Innovation Strategy Program and Key Innovation positions).		(1,250,000)
	Transfer to Computer, Critical Systems and Support Reserves.		(202,573)
	Net operational cost increase.		104,594
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(993,888)**
	Transfer to Capital.		(1,660,000)
	Debt and finance charges.		406,127
	Total	**$**	**(2,247,761)**
21	**City Clerks**		
	Increase in salaries and benefits.	$	162,515
	Decrease in grant to Winnipeg Art Gallery (5-year commitment fulfilled in 2020).		(1,000,000)
	Net operational cost increase.		44,533
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(792,952)**
	Debt and finance charges.		10,571
	Total	**$**	**(782,381)**
22	**Corporate Finance**		
	Net operational cost increase.		47,453
	Total operational expenditures increase net of capital related expenditures.	**$**	**47,453**

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations		Variance
23	**Customer Service and Communications**		
	Decrease in salaries and benefits mainly due to the closure of the 311 Service Counter location at City Hall.		(207,325)
	Net operational cost increase.		20,909
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(186,416)**
	Transfer to Capital.		(122,000)
	Debt and finance charges.		10,685
	Total	**$**	**(297,731)**
24	**Human Resource Services**		
	Increase in salaries and benefits due to negotiated wage increases and annual increments.	$	88,584
	Net operational cost increase.		8,031
	Total operational expenditures increase net of capital related expenditures.	**$**	**96,615**
25	**Other departments**		
	Increase in Council funding for COVID-19 recovery initiatives / programs to support physical wellness, mental health and supplies / equipment to community groups - $40,000 per ward. Offset by recovery from General Purpose Reserve using Federal Safe Restart program funding.	$	600,000
	Net increase in salaries and benefits, including 2 FTEs in Legal Services and 2 FTEs in the CAO's Office (1 FTE transfer from Community Services and 1 FTE for the Economic Development Office).		581,860
	Increase in external counsel to support Legal Services with additional expertise on complex files.		219,597
	Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives.		(600,000)
	Net operational cost decrease.		(54,246)
	Total	**$**	**747,211**

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations		Variance
26	**Corporate**		
	Decrease in contribution to transit (refer to variance explanation #11 under "Utility Operations" section of this appendix for additional information on Transit).	$	37,007,689
	Establish a Winnipeg COVID Economic program to assist small businesses, non-profits and co-operatives that have suffered a significant revenue decline due to the pandemic - in 2021 only, funded from the Federal Safe Restart program. Offset by recovery from General Purpose Reserve using Federal Safe Restart program funding.		3,000,000
	Arbitrator's decision on Corporately held Police pension savings (refer to Council approved report on November 21, 2019).		2,307,750
	Increase in insurance premiums, claims, and recoveries based on recent experience, updated property list, and insurance industry outlook.		356,174
	Decrease in provision for cost increases.		289,784
	Increase in provincial payroll tax estimate.		261,222
	Increase in efficiency savings $31,781,194 in 2021 in comparison to $15,200,342 in 2020.		(16,580,852)
	Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives.		(3,000,000)
	Decrease in consulting services.		(500,000)
	Net operational cost decrease.		(55,429)
	Total operational expenditures increase net of capital related expenditures.	**$**	**23,086,338**
	Capital closure surplus in 2021 only.		(1,645,310)
	Debt and finance charges.		1,145,690
	Total	**$**	**22,586,718**

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Operating Budget
Utilities Summary

	2020 Adopted Budget	2021 Preliminary Budget	Variance	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Municipal Accommodations								
Revenue	$ 72,407,149	**$ 73,783,338**	$ 1,376,189	1.9	1	$ 73,345,299	$ 75,490,026	1.1
Operating Expenditures	66,392,240	**67,770,469**	1,378,229	2.1	2	67,164,177	69,184,805	1.4
Surplus/(Deficit)	6,014,909	**6,012,869**	(2,040)			6,181,122	6,305,221	
Sewage Disposal [1]								
Revenue	196,497,356	**203,354,215**	6,856,859	3.5	3	208,157,296	213,064,137	2.3
Operating Expenditures	136,181,569	**141,070,389**	4,888,820	3.6	4	147,370,446	147,478,595	(6.7)
Surplus/(Deficit)	60,315,787	**62,283,826**	1,968,039			60,786,850	65,585,542	
Solid Waste Disposal [1]								
Revenue	46,859,815	**50,728,964**	3,869,149	8.3	5	51,483,355	52,029,757	3.6
Operating Expenditures	47,670,390	**48,927,129**	1,256,739	2.6	6	50,524,887	51,989,982	1.6
Surplus/(Deficit)	(810,575)	**1,801,835**	2,612,410			958,468	39,775	
Waterworks [1]								
Revenue	134,432,919	**138,090,524**	3,657,605	2.7	7	142,839,501	147,677,540	3.2
Operating Expenditures	92,678,557	**95,541,067**	2,862,510	3.1	8	98,469,861	101,597,605	3.2
Surplus/(Deficit)	41,754,362	**42,549,457**	795,095			44,369,640	46,079,935	
Land Drainage								
Revenue	4,958,478	**4,987,872**	29,394	0.6	9	5,014,542	5,041,342	(2.9)
Operating Expenditures	4,637,923	**4,666,955**	29,032	0.6	10	4,695,032	4,721,838	(1.1)
Surplus/(Deficit)	320,555	**320,917**	362			319,510	319,504	
Transit								
Revenue	206,242,754	**207,407,810**	1,165,056	0.6	11	221,522,809	230,137,144	3.1
Operating Expenditures	184,210,510	**185,220,658**	1,010,148	0.5	12	194,992,783	201,369,777	2.5
Surplus/(Deficit)	22,032,244	**22,187,152**	154,908			26,530,026	28,767,367	

Operating Budget
Utilities Summary

	2020 Adopted Budget	2021 Preliminary Budget	Variance	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Total								
Revenue	661,398,471	**678,352,723**	**16,954,252**			**702,362,802**	**723,439,946**	
Operating Expenditures [2]	531,771,189	**543,196,667**	**11,425,478**			**563,217,186**	**576,342,602**	
Capital related and dividend expenditures:								
Debt and Finance Charges	39,577,223	**41,984,528**	2,407,305			43,480,550	44,822,355	
Transfer to Southwest Rapid Transit Payment Reserve	9,095,000	**11,108,000**	2,013,000			13,187,000	15,332,000	
Transfer to Capital	3,974,000	**1,056,000**	(2,918,000)			1,831,000	1,089,000	
Total Capital Related Expenditures	52,646,223	**54,148,528**	**1,502,305**			**58,498,550**	**61,243,355**	
Dividend Transfer to General Revenue Fund	34,586,983	**35,680,697**	1,093,714			36,692,778	37,720,937	
Total Expenditures	619,004,395	**633,025,892**	**14,021,497**			**658,408,514**	**675,306,894**	
Surplus/(Deficit)	$ 42,394,076	**$ 45,326,831**	**$ 2,932,755**			**$ 43,954,288**	**$ 48,133,052**	

1 Utility maintains a retained earnings/working capital balance to fund all or a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

2 Departmental operating expenditures are net of capital related and dividend expenditures.

Operating Budget
Utilities - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Municipal Accommodations		
1	**Revenue Changes:**		
	Increase in transfer from Community Services for facilities operation and maintenance.	$	1,888,893
	Decrease in transfers for facility costs.		(512,704)
	Total revenue changes.	$	1,376,189
2	**Expenditure Changes:**		
	Increase in costs for cleaning and facility maintenance related to COVID-19 pandemic.	$	1,475,000
	Miscellaneous adjustments.		(96,771)
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,378,229**
	Debt and finance charges.		110,960
	Transfer to Capital.		(113,000)
	Total expenditure changes.	$	1,376,189
	Variance.	**$**	**-**

The Municipal Accommodations fund does not accrue retained earnings.

Operating Budget
Utilities - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Sewage Disposal		
3	**Revenue Changes:**		
	Increase in sewer services revenue as per approved water and sewer rate report.	$	6,539,290
	Increase in hauled waste revenue consistent with approved water and sewer rate report.		300,000
	Miscellaneous adjustments.		17,569
	Total revenue changes.	$	6,856,859
4	**Expenditure Changes:**		
	Increase in transfer to Environmental Projects Reserve.	$	3,145,306
	Increase in transfer to Water Meter Renewal Reserve.		1,610,234
	Increase in chemicals due to volume.		880,600
	Increase in allocated departmental costs.		653,525
	Increase in utilities due to rate increase and increased consumption from SEWPCC expansion.		630,457
	Increase municipal property taxes.		493,328
	Increase in maintenance materials due to SEWPCC upgrade.		364,564
	Increase in salaries and benefits.		312,903
	Decrease in transfer to Sewer System Rehabilitation Reserve.		(2,000,000)
	Decrease in transfer to Land Drainage Fund primarily related to capital program.		(1,094,106)
	Decrease in large volume sewer discounts.		(539,000)
	Miscellaneous adjustments.		431,009
	Total operational expenditures increase net of capital related and dividend expenditures.	**$**	**4,888,820**
	Debt and finance charges.		1,283,466
	Dividend transfer to General Revenue Fund.		719,322
	Total expenditure changes.	$	6,891,608
	Variance.	**$**	**(34,749)**

Note: Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue. Retained earnings audited balance at December 31, 2019 is $48.8 million. The 2021 budgeted dividend to General Revenue Fund is $21 million.

Operating Budget
Utilities - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Solid Waste Disposal		
5	**Revenue Changes:**		
	Increase in funding from Multi-Material Stewardship Manitoba due to increased costs of recycling program.	$	2,665,000
	Increase in waste diversion revenue due to inflationary rate increase.		317,710
	Increase in residential, commercial and internal tipping fees.		850,000
	Miscellaneous adjustments.		36,439
	Total revenue changes.	$	3,869,149
6	**Expenditure Changes:**		
	Increase in single family blue cart recycling collection contract.	$	500,100
	Increase in leaf and yard waste collection contracts.		300,000
	Increase in recyclables processing.		200,000
	Increase in salaries and benefits.		79,595
	Miscellaneous adjustments.		177,044
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,256,739**
	Debt and finance charges.		(152,512)
	Total expenditure changes.	$	1,104,227
	Decrease in deficit.	**$**	**2,764,922**

Note: Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis and to provide a reserve to prevent significant rate increase in the event of major unforeseen expenditures or shortfalls in revenue. Retained earnings audited balance at December 31, 2019 is $9.9 million.

Operating Budget
Utilities - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Waterworks		
7	**Revenue Changes:**		
	Increase in water sales as per approved water and sewer rate report.	$	3,403,564
	Increase in interest earned.		238,121
	Miscellaneous adjustments.		15,920
	Total revenue changes.	$	3,657,605
8	**Expenditure Changes:**		
	Transfer to Water Meter Renewal Reserve.	$	1,610,234
	Increase in salaries and benefits.		891,060
	Increase in chemicals due to volume and price increases.		350,000
	Miscellaneous adjustments.		11,216
	Total operational expenditures increase net of capital related and dividend expenditures.	**$**	**2,862,510**
	Dividend transfer to General Revenue Fund.		374,392
	Debt and finance charges.		218,121
	Total expenditure changes.	$	3,455,023
	Increase in surplus.	**$**	**202,582**

Note: Utility maintains a retained earnings/working capital balance to fund capital projects on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue. Retained earnings audited balance at December 31, 2019 is $25.1 million. The 2021 budgeted dividend to General Revenue Fund is $14.6 million.

Operating Budget
Utilities - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Land Drainage		
9	**Revenue Changes:**		
	Increase in transfer from Sewage Disposal.		29,394
	Total revenue changes.	$	29,394
10	**Expenditure Changes:**		
	Miscellaneous adjustments.	$	29,032
	Total operational expenditures increase net of capital related expenditures.	**$**	**29,032**
	Debt and finance charges.		362
	Total expenditure changes.	$	29,394
	Variance.	**$**	**-**

Operating Budget
Utilities - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Transit		
11	**Revenue Changes:**		
	Increase in transfer from General Revenue Fund.	$	37,007,690
	Increase transfer from Transit Bus Replacement Reserve.		1,200,000
	Increase transfer from Southwest Rapid Transit Corridor Reserve.		900,000
	Decrease in fare revenue from estimated impact of COVID-19.		(38,004,033)
	Miscellaneous adjustments.		61,399
	Total revenue changes.	$	1,165,056
12	**Expenditure Changes:**		
	Net increase in salaries and benefits includes added FTEs for Southwest Rapid Transitway (Stage 2) service, the low income pass program, process changes to meet the recommendations in the Ombudsman Report for Transit Plus services, various new program and policy changes and temporary staff to continue enhanced disinfection processes through 2021. These increases are partially offset by FTE reductions from service changes.	$	3,359,576
	Increase in Transit Plus contracts.		874,526
	Increase in bus parts.		569,015
	Expenditure adjustment to be funded through retained earnings.		(4,000,000)
	Miscellaneous adjustments.		207,031
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,010,148**
	Transfer to South West Rapid Transitway Payment Reserve.		2,013,000
	Debt and finance charges.		946,908
	Transfer to Capital.		(2,805,000)
	Total expenditure changes.	$	1,165,056
	Variance.	**$**	**-**

Transit currently has an unallocated retained earnings balance in the amount of $9.0 million and some portion may be needed as a result of the impacts of COVID-19.

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Operating Budget
Special Operating Agencies Summary

	2020 Adopted Budget	2021 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Fleet Management								
Revenue	$ 50,963,279	**$ 50,229,160**	$ (734,119)	(1.4)	1	$ 49,571,941	$ 50,326,780	0.8
Operating Expenditures	32,620,265	**32,681,941**	61,676	0.2	2	32,385,888	33,174,676	1.1
Surplus/(Deficit)	18,343,014	**17,547,219**	(795,795)			17,186,053	17,152,104	
Parking Authority								
Revenue	23,857,547	**16,843,581**	(7,013,966)	(29.4)	3	24,321,264	24,439,453	1.7
Operating Expenditures	17,076,651	**16,457,061**	(619,590)	(3.6)	4	17,164,916	17,118,122	(6.4)
Surplus/(Deficit)	6,780,896	**386,520**	(6,394,376)			7,156,348	7,321,331	
Golf Services								
Revenue	3,183,537	**3,346,619**	163,082	5.1	5	3,436,311	3,527,611	4.0
Operating Expenditures	2,398,441	**2,383,362**	(15,079)	(0.6)	6	2,433,164	2,484,734	(0.6)
Surplus/(Deficit)	785,096	**963,257**	178,161			1,003,147	1,042,877	
Animal Services								
Revenue	3,386,586	**3,901,336**	514,750	15.2	7	3,916,086	3,930,836	4.6
Operating Expenditures	3,742,803	**3,746,199**	3,396	0.1	8	3,780,934	3,814,998	0.1
Surplus/(Deficit)	(356,217)	**155,137**	511,354			135,152	115,838	
Total								
Revenue	81,390,949	**74,320,696**	**(7,070,253)**			**81,245,602**	**82,224,680**	
Operating Expenditures [1]	55,838,160	**55,268,563**	**(569,597)**			**55,764,902**	**56,592,530**	
Capital related expenditures:								
Debt and Finance Charges	1,697,562	**1,468,077**	(229,485)			1,558,115	1,717,066	
Depreciation and Amortization	16,625,544	**16,516,290**	(109,254)			16,231,848	15,615,418	
Total Capital Related Expenditures	18,323,106	**17,984,367**	(338,739)			17,789,963	17,332,484	
Dividend Transfer to General Revenue Fund	11,141,753	**6,176,564**	(4,965,189)			6,702,757	6,881,777	
Total Expenditures	85,303,019	**79,429,494**	(5,873,525)			80,257,622	80,806,791	
Surplus/(Deficit)	$ (3,912,070)	**$ (5,108,798)**	**$ (1,196,728)**			**$ 987,980**	**$ 1,417,889**	

1 Departmental operating expenditures are net of capital related and dividend expenditures.

Operating Budget
Special Operating Agencies - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Fleet Management		
1	**Revenue Changes:**		
	Increase in fuel sales.	$	280,019
	Increase rental and other income.		162,008
	Increase in services and parts revenue.		138,751
	Decrease in fleet leases.		(1,314,897)
	Total revenue changes.	$	(734,119)
2	**Expenditure Changes:**		
	Increase in services.	$	472,329
	Increase in fuel costs.		274,792
	Increase in parts.		72,705
	Decrease in salaries and benefits.		(591,187)
	Decrease in civic accommodation charges.		(106,536)
	Miscellaneous adjustments.		(60,427)
	Total operational expenditures increase net of capital related and dividend expenditures.	**$**	**61,676**
	Debt and finance charges.		(212,744)
	Depreciation and amortization.		(85,150)
	Total expenditure changes.	$	(236,218)
	Decrease in surplus.	**$**	**(497,901)**

The 2021 budgeted dividend to General Revenue Fund is $0.09 million.

Operating Budget
Special Operating Agencies - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Parking Authority		
3	**Revenue Changes:**		
	Increase in enforcement revenue due to efficiencies.	$	360,000
	Increase in parking permits revenue.		52,803
	Increase in vehicles for hire fines, offset by reduction in permits, surcharges and other vehicles for hire fees.		36,382
	Decrease in revenues due to COVID-19.		(7,021,000)
	Decrease in parking meter fees revenue due to reduction in hourly rate approved by Council on June 26, 2020.		(452,000)
	Miscellaneous adjustments.		9,849
	Total revenue changes.	$	(7,013,966)
4	**Expenditure Changes:**		
	Increase in computer software, manufacturing of signs and other operating supplies.	$	525,961
	Increase in salaries and benefits.		158,000
	Decrease in parking enforcement expenses due to COVID-19.		(820,000)
	Decrease in paystation maintenance.		(299,466)
	Decrease in grants in kind and cash grants.		(219,750)
	Miscellaneous adjustments.		35,665
	Total operational expenditures decrease net of capital related and dividend expenditures.	**$**	**(619,590)**
	Amortization.		(28,595)
	Dividend Transfer to General Revenue Fund.		(4,965,189)
	Total expenditure changes.	$	(5,613,374)
	Increase in deficit.	**$**	**(1,400,592)**

The 2021 budgeted dividend to General Revenue Fund is $6.085 million.

Operating Budget
Special Operating Agencies - 2021 Compared to 2020

Expl. No.	Explanations		Variance
	Golf Services		
5	**Revenue Changes:**		
	Increase in green fee revenue.	$	126,491
	Increase in equipment rentals.		38,426
	Miscellaneous adjustments.		(1,835)
	Total revenue changes.	$	163,082
6	**Expenditure Changes:**		
	Increase in salaries and benefits.	$	41,715
	Increase in materials, parts and supplies.		14,268
	Decrease in services.		(74,346)
	Miscellaneous adjustments.		3,284
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(15,079)**
	Debt and finance charges.		(16,741)
	Depreciation.		6,491
	Total expenditure changes.	$	(25,329)
	Increase in surplus.	**$**	**188,411**
	Animal Services		
7	**Revenue Changes:**		
	Increase in transfer from General Revenue Fund.	$	500,000
	Miscellaneous adjustments.		14,750
	Total revenue changes.	$	514,750
8	**Expenditure Changes:**		
	Increase in salaries and benefits.	$	26,860
	Decrease in capital lease.		(23,311)
	Miscellaneous adjustments.		(153)
	Total operational expenditures increase net of capital related expenditures.	**$**	**3,396**
	Depreciation.		(2,000)
	Total expenditure changes.	$	1,396
	Variance.	**$**	**513,354**

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Listing of Grants/Payments

Grants by Category	2020	2021	2022	2023
Operating Cash Grants and Contributions	42,391,295	42,057,525	42,363,525	42,878,755
In-kind Grants	593,209	477,209	332,209	332,209
Capital Grants	8,634,000	8,415,000	8,841,000	7,715,000
Reserve Grants	17,647,938	11,236,677	14,813,407	16,150,898
Total Grants	**69,266,442**	**62,186,411**	**66,350,141**	**67,076,862**
2020-2023 Multi-Year Budget Total Grants	69,266,442	61,479,357	64,069,826	62,925,244
Variance	-	707,054	2,280,315	4,151,618
Variance - Increase/(Decrease) from the Multi-Year Budget:				
Operating Cash Grants and Contributions				
Affordable Housing Strategy		2,000,000		
Assiniboine Park Conservancy		130,738	175,136	468,136
Community Centres (increase for Universal Funding Formula in accordance with Council approved report December 12, 2019; 2.63% in 2021; 2% 2022 - 2024.)		38,000	39,000	40,000
Winnipeg COVID-19 Economic Support Program		3,000,000		
True North - Refund of Entertainment Funding Tax *		(4,050,000)		
Winnipeg Football Club - Refund of Entertainment Funding Tax *		(558,000)		
Winnipeg Goldeyes - Refund of Entertainment Funding Tax *		(163,000)		
Winnipeg Goldeyes - Municipal Property Tax Rebate (lease renewal)				18,750
Winnipeg Goldeyes - Refund of Entertainment Funding Tax (lease renewal)				135,417
Capital Grants				
Bicycle Parking Partnership Grants		(10,000)		
Assiniboine Park Conservancy - Infrastructure and Sustainability		3,100,000	3,400,000	3,400,000
Reserve Grants				
Economic Development Winnipeg *		(1,500,000)	(35,000)	(35,000)
Economic Development Winnipeg - Special Event Marketing Fund*		(1,166,530)	(27,500)	(27,500)
Gail Parvin Hammerquist - Centre Venture		(197,971)	534,889	(99,735)
Gail Parvin Hammerquist - City-Wide Program		333,123	175,000	175,000
Heritage Conservation Grant Program By Law 2018/63		13,677	13,677	13,677
Economic Development Grants		(84,169)	(445,510)	(65,268)
Downtown Residential Development Grant (DRDG) - 320 Colony		(3,047)	(4,087)	(5,140)
Neighbourhood/Downtown Multiple-Family Mixed use Building Grant Program			13,914	
Live Downtown - Rental Development Grant		(175,767)	(1,559,204)	133,281
	-	**707,054**	**2,280,315**	**4,151,618**

Grants by Category	2020	2021	2022	2023
Indigenous Youth Strategy (IYS) summary of changes from the multi-year budget **				
Inner City Work Study Program (University of Winnipeg) (Formerly: youthunited@winnipeg (University of Winnipeg). Name change only - no impact on the grant amount.				
OAN coordinator salaries and benefits (Internal City of Winnipeg Projects) (Formerly Indigenous Youth Strategy - Internal City of Winnipeg				
Infrastructure training/apprenticeship program (As shown in 2020-2023 multi-year budget)		(175,000)	(175,000)	(175,000)
Infrastructure training/apprenticeship program (Revised)		74,763	70,413	67,126
Trades coordinator salaries and benefits (Infrastructure training apprenticeship program) (Formerly included in with Infrastructure training/apprenticeship program)		100,237	104,587	107,874
	-	-	-	-

Notes:

* Grant budget adjusted due to the COVID-19 pandemic.

** These changes do not have a financial impact on the IYS program, the total budget remains at $1.125 million per year.

Reserves - Budget Summary

(in $000's)	2020 Forecast	2021 Preliminary Budget				Estimated Closing Balance *
		Revenue	Expenditures			
			Debt and Finance	Other	Total Expenses	
Stabilization Reserve						
Financial Stabilization **	112,459	(18,565)	225	3,105	3,330	90,564
Subtotal	112,459	(18,565)	225	3,105	3,330	90,564
Capital Reserves						
Computer, Critical Systems and Support	2,081	1,273	5	813	818	2,536
Environmental Projects	158,744	22,495	700	23,150	23,850	157,389
Federal Gas Tax	13,692	46,435	-	53,131	53,131	6,995
Impact Fee	36,987	-	-	-	-	36,987
Landfill Rehabilitation	4,873	453	24	1,900	1,924	3,402
Local Street Renewal	205	47,370	1,942	45,430	47,372	204
Regional Street Renewal	225	42,870	1,332	41,538	42,870	225
Sewer System Rehabilitation	8,747	16,048	18	16,000	16,018	8,778
Southwest Rapid Transit Corridor	2,177	3	3	900	903	1,277
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	10,540	11,128	20	14,720	14,740	6,928
Transit Bus Replacement	1,229	1	1	1,200	1,201	29
Waste Diversion	4,457	40	19	1,665	1,684	2,813
Water Main Renewal	8,518	19,690	36	16,000	16,036	12,172
Water Meter Renewal	4,664	7,951	18	-	18	12,597
Subtotal	257,139	215,757	4,118	216,447	220,565	252,332
Special Purpose Reserves						
Brookside Cemetery	17,902	784	82	289	371	18,315
St. Vital Cemetery	1,317	67	8	15	23	1,361
Transcona Cemetery	943	52	6	12	18	977
Commitment	2,527	2,418	-	2,527	2,527	2,418
Contributions in Lieu of Land Dedication	8,815	1,728	40	1,534	1,574	8,970
Destination Marketing	3,755	5,007	2,189	5,846	8,035	727
Economic Development Investment	3,542	1,845	7	3,801	3,808	1,578
General Purpose	8,947	118	18	8,318	8,336	729
Heritage Investment	(310)	2,619	1	1,739	1,740	569
Housing Rehabilitation Investment ***	3,430	1,049	14	3,162	3,176	1,303
Insect Control	2,600	4	4	1,600	1,604	1,000
Insurance	3,108	6	6	-	6	3,108
Land Operating	22,657	11,107	122	11,351	11,473	22,291
Multi-Family Dwelling Tax Investment	583	3,512	4	2,891	2,895	1,200
Permit	-	-	-	-	-	-
Workers Compensation	3,992	1,467	8	2,459	2,467	2,992
Subtotal	83,808	31,783	2,509	45,544	48,053	67,538
Total	**453,406**	**228,975**	**6,852**	**265,096**	**271,948**	**410,434**

* Estimated closing balance may not result in the 2020 Forecast plus revenue less expenditures due to rounding.

** Financial Stabilization Reserve revenue of ($18.565) million is primarily due to transfer of $20.252 million to the General Revenue Fund.

*** Housing Rehabilitation Investment Reserve 2020 forecast does not include $12.5 million for the City of Winnipeg Rapid Housing Initiative (RHI) Federal Funding. Subject to Council approval.

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Appendix 4A

Tax Supported Transfers From Other Funds (Revenue in General Revenue Fund)

Transfers from Other Funds	2020 Adopted Budget	2021 Preliminary Budget	Variance	2022 Projection	2023 Projection	
Financial Stabilization Reserve	$ (5,380,067)	$ 20,252,187	$ 25,632,254	$ (11,223,572)	$ (474,296)	1
Insect Control Reserve	2,000,000	1,600,000	(400,000)	-	-	2
Workers Compensation Reserve	-	1,000,000	1,000,000	-	-	2
Economic Development Investment Reserve	-	2,000,000	2,000,000	-	-	2
Perpetual Maintenance Reserve	311,351	318,709	7,358	326,667	334,816	
Housing Rehabilitation Investment Reserve	162,000	162,000	-	162,000	162,000	
Land Operating Reserve	4,235,000	1,235,000	(3,000,000)	1,235,000	1,235,000	2
Destination Marketing Reserve	82,416	83,470	1,054	85,289	86,953	2
Municipal Accommodations	11,024,706	11,020,763	(3,943)	11,127,307	11,226,182	
Total	**$ 12,435,406**	**$ 37,672,129**	**$ 25,236,723**	**$ 1,712,691**	**$ 12,570,655**	
Transit Reserve transfers to Transit Fund 442:						
Transit Bus Replacement Reserve	-	$ 1,200,000	-	-	-	
Southwest Rapid Transit Corridor Reserve	-	900,000	-	-	-	

Notes:

1. Financial Stabilization Reserve:
   4-year total - $3,174,252 **$ (5,380,067)** **$ 20,252,187** **$ (11,223,572)** **$ (474,296)**

2. One-time transfers from reserves: 6,317,416 5,918,470 1,320,289 1,321,953

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Tax Supported Transfers To Other Funds (Expenditures in General Revenue Fund)

Transfers to Other Funds	2020 Adopted Budget	2021 Preliminary Budget	Variance	2022 Projection	2023 Projection
General Capital Fund - Transfer to Capital	$ 18,872,000	$ 2,986,690	$ (15,885,310)	$ 8,760,000	$ 1,478,000
General Capital Fund - Frontage Levies	10,000,000	10,000,000	-	10,000,000	10,000,000
General Capital Fund - Shared Health	1,528,601	994,000	(534,601)	840,000	602,000
Local Street Renewal Reserve	41,270,000	47,370,000	6,100,000	53,670,000	64,670,000
Regional Street Renewal Reserve	36,770,000	42,870,000	6,100,000	49,170,000	51,170,000
Transit Subsidy	67,264,811	104,272,500	37,007,689	78,501,408	85,306,439
Golf Services	729,777	729,777	-	729,777	729,777
Animal Services	771,219	1,271,219	500,000	1,271,219	1,271,219
Perpetual Maintenance Reserves	163,461	166,731	3,270	170,066	173,468
Computer, Critical Systems and Support Reserve	1,459,654	1,257,081	(202,573)	1,357,730	1,465,453
General Purpose Reserve	100,000	100,000	-	100,000	-
Housing Rehabilitation Investment Reserve	1,000,000	1,000,000	-	1,000,000	1,000,000
Municipal Accommodations	67,656,497	69,075,075	1,418,578	68,620,361	70,483,340
Waterworks System	80,143	80,960	817	82,364	83,625
Total	**$ 247,666,163**	**$ 282,174,033**	**$ 34,507,870**	**$ 274,272,925**	**$ 288,433,321**

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Cash to Capital Surpluses - 2020 Capital Review
Tax Supported Summary

	2020
Total for tax supported departments	
Balance prior to cash to capital surpluses from 2020 capital review	$ 23,795
Cash to capital surpluses from 2020 capital review (see detailed list on the following pages)	1,645,310
Total Cash to Capital Surpluses after 2020 Capital Review	**$ 1,669,105**
Use of Cash to Capital Surpluses	
Amount to be utilized to reduce transfer to General Capital Fund in the 2021 tax supported operating budget	1,645,310
Amount retained in Corporate non-specified capital account (see note below)	23,795
Total	**$ 1,669,105**

Note: Amount retained in Corporate non-specified capital account may be reallocated to capital authorization(s) as required, with approval of the Chief Financial Officer, subject to the reallocation being the lesser of $100,000 or 25% of the base capital budget.

Cash to Capital - 2020 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Protected Bike Lanes - McDermot Avenue/Bannatyne Avenue (Phase 2)	2017	$ 291,543
Plessis Road Twinning and Grade Separation at CN Rail	2012	1,404,562
Waverley Street at CN Mainline (Rivers) Grade Separation	2013	700,000
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2019	101,228
2017 SMIR-Rut Resistant Modified Type 1A Mix Design	2017	10,000
BMF (Building Manitoba Fund) cash to capital investment for closed projects		(195,111)
Total Public Works		**2,312,222**
Municipal Accommodations & Planning, Property and Development		
City-Wide Accessibility Program	2017	50
Elmwood-Kildonan Spray Pad	2014	100,000
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects *		(2,376,608)
Total Municipal Accommodations & Planning, Property and Development		**(2,276,558)**
Community Services		
Recreation Refurbishment and Redevelopment - East End Cultural and Leisure Centre	2017	659
Total Community Services		**659**
Planning, Property and Development		
Developer Payback	2019	178
Tache Promenade	2017	260,000
Total Planning, Property and Development		**260,178**
Fire Paramedic Service		
Station Capital Maintenance	2017	306,447
Total Fire Paramedic Service		**306,447**
Transit		
Fare Collection System 2009	2009	575,311
Total Transit		**575,311**

* From analysis undertaken for Provincial MWIA (Manitoba Winnipeg Infrastructure Agreement) reallocation , additional cash to capital surplus required.

Cash to Capital - 2020 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Assessment and Taxation (Local Improvements)		
WasteWater Sewer from approximately the west line of 453 Grassie Boulevard to the east line of 520 Grassie Boulevard	2017	37,691
Watermain -from approximately the west line of 453 Grassie Boulevard to the east line of 520 Grassie Boulevard	2017	45,478
14ft wide (5inches thick) on the lane in the block bounded by Somerville Ave, Somerset Ave, Riverside Drive and Point Road	2015	23,300
14ft wide(5inches thick) on the east-west lane in the block bounded by Calrossie Boulevard, Byng Place, Riverside Drive and Pembina Highway	2015	28,000
14ft wide(5inc thick) on the lane in the block bounded by Havelock Avenue, Portland Avenue, St. Andrew Road and St. George Road	2015	17,200
16 feet wide (5 inches thick) on the first east-west lane south of Rue Dumoulin, east of Rue Langevin, and west of Rue St. Jean Baptiste, from Rue St. Jean Baptiste to a point approximately 500 feet west of the west line of Rue St. Jean Baptiste	2017	3,233
16 feet wide (5 inches thick) on the lane in the block bounded by Kirkdale Street, Highfield Street, Monck Avenue and Claremont Avenue	2017	21,800
16 feet wide (5 inches thick) on the lane in the block bounded by Highfield Street, Coniston Street, Lawndale Avenue and Birchdale Avenue	2017	19,800
16 feet wide (5 inches thick) on the lane in the block bounded by Kirkdale Street, Highfield Street, Ferndale Avenue and Lawndale Avenue	2017	21,900
Asphaltic Concrete Lane Pavement 14' x 5" & 16' x 5" on the east-west lane outlet to Lloyd Street north of Lyndale drive and on the first north-south lane east of Gauvin Street from Coniston Street to Lyndale Drive	2017	31,500
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston Street, Lyndale Drive, Crawford Avenue and Tache Avenue	2017	24,800
Asphaltic Concrete Lane Pavement 16' x 5" -on the north-south lane in the block bounded by Highfield Street, Coniston Street, Ferndale Avenue and Lawndale Avenue	2017	19,800
Asphaltic Concrete Lane Pavement 16' x 5" - on all lanes in the block by Notre Dame Avenue, Dumoulin Street, Archibald Street and La Fleche Street	2017	23,300
Asphaltic Concrete Lane Pavement 16' x 5" on the east-west lane bounded by Bronstone Boulevard,West Fernwood Ave. and St. Mary's Road including north-south outlet lane to Bronstone Blvd; and	2018	37,500
Asphaltic Concrete Lane Pavement 16' x 5" on the east-west lane in the block bounded by Dumoulin Street, Provencher Boulevard, LaFleche Street and Nadeau Street	2018	4,211
Asphaltic Concrete Lane Pavement 16' x 5" on the lane in the block bounded by Highfield Street, Coniston Street, Chandos Avenue, and Crawford Avenue.	2018	13,748
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston St., Lyndale Drive, Claremont Avenue and Ferndale Avenue	2018	11,542
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston Street, Lyndale Drive, Monck Avenue and Claremont Avenue	2018	4,588

Cash to Capital - 2020 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Walmer Street, Kirkdale Street, Lawndale Avenue and Birchdale Avenue	2018	16,339
Approximately 14 feet wide (5 inches thick) on the first lane east of Kildonan Drive, from Greene Avenue to Linden Avenue	2018	10,206
Asphaltic Concrete Lane Pavement 16' x 5" on the lane in the block bounded by Highfield Street, Conistron Street, Claremont Avenue, and Ferndale Avenue	2019	19,500
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston Street, Lyndale Drive Ferndale Avenue, and Lawndale Avenue	2019	25,614
Asphaltic Concrete Lane Pavement 14' x 5" on the first north-south outlet lane west of St. Mary's Road bounded by Maralbo Avenue West, Parkville Drive, St. Mary's Road and Dunkirk Drive	2019	6,000
Total Assessment and Taxation (Local Improvements)		**467,051**
Net cash to capital surpluses from 2020 capital review - tax supported departments		**$ 1,645,310**

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Manitoba Winnipeg Infrastructure Agreement (MWIA)
Funding Shortfall

	Provincial Commitment	Payments Received	Redirected Commitments [2]	Shortfall
Manitoba Winnipeg Infrastructure Agreement (MWIA):				
$75.2 million Commitment (2012/2013 commitment) [1]	$ 57,740,000	$ 56,069,214	$ -	$ 1,670,786
$34.9 million Commitment (2014 commitment)	34,900,000	34,707,820	-	192,180
$34.267 million Commitments (2015 commitment)	34,266,700	26,722,342	-	7,544,358
$22.0 million Winnipeg Roads (2016 MWIA commitment)	22,000,000	19,189,654	-	2,810,346
2016 Recreation and Leisure ($11.216 million MWIA)	11,216,000	5,733,670	-	5,482,330
2017 Recreation and Leisure ($12.266 million MWIA)	12,266,000	4,457,202	-	7,808,798
$22.0 million Winnipeg Roads (2017 MWIA commitment)	22,000,000	17,370,282	-	4,629,718
$4.615 million Manitoba Winnipeg Infrastructure Fund (MWIF) Reallocation (2015 commitment)	4,615,600	621,238	3,991,625	2,737
SUBTOTAL - Manitoba Winnipeg Infrastructure Agreement (MWIA)	199,004,300	164,871,423	3,991,625	30,141,252
MWIA Program adjustments prior to 2019 Capital Closure				(751,925)
2019 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(1,561,309)
Project closed with budget spent - Provincial shortfall replaced with Cash to Capital - surplus from other closed projects				(1,944,736)
2020 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(10,066,412)
Project closed with budget spent - Provincial shortfall replaced with Cash to Capital - surplus from other closed projects				(2,376,608)
Total Remaining MWIA Funding Shortfall				**$ 13,440,262**

(1) $17.460 million of this commitment was subsequently allocated to Public Transit Infrastructure Fund (PTIF) Transit Projects.

(2) Redirected commitments for the $4.615 million MWIF Reallocation includes $3.900 million for St. James Civic Centre project subsequently received from the Province of Manitoba.

2021 – 2026 Capital Budget

The City faces a significant infrastructure deficit to address infrastructure needs relating to the major service areas across the organization. Based on the published 2018 State of the Infrastructure Report, there is a shortfall of approximately $6.9 billion in unfunded infrastructure needs over a 10-year period (2018 to 2027).

Strategies the City is using to assist in addressing this issue, include the use of dedicated property taxes for local streets and regional roads and bridges (1% each) and applying for Federal and Provincial funding opportunities. As well, the City has committed to comprehensive asset management as a key initiative to help address challenges associated with new and existing infrastructure. Several near- and long-term strategies to address the deficit have been outlined in the 2018 City Asset Management Plan, which will set the stage to routinely monitor and improve asset performance and organizational sustainability. Both of these documents are approved by Council as information.

The asset management program helps the City to effectively invest limited resources into long-term capital plans by balancing risk, cost and the delivery of high-quality services to residents. The program is meant to align investments with infrastructure priorities to deliver established levels of service in a fiscally responsible manner. In short, it allows the City to make the right investment, at the right time, the right way.

In January 2015, Council approved the City's Asset Management Policy, making asset management a core business function. This policy guides the integration of asset management best practices across the City, in support of delivering services and facilitating decision-making related to the construction, acquisition, operation, maintenance, renewal, replacement, and disposition of assets in the most cost-effective manner. See the Community Trends Volume 1 for 2021 Budget for a summary of the policies and plans which have been developed for the City.

To support the 2021 Capital Budget and 2022 to 2026 Five Year Forecast (2021 Capital Budget), Departments use an asset management prioritize tool to help prioritize investment needs. Any projects valued at $5 million or greater which do not receive funding, are prioritized on the City's Infrastructure Plan. Authorizations included in the 6-Year capital budget are estimated based on the classification process outlined in AACE International Recommended Practices. This classification process allows each department to assign a class estimate for the project. Each class estimate level represents the degree to which a project has been defined as well as the accuracy range of the estimate. A Class 3 estimate will form the basis for budget authorization and set the initial control estimate against which project deliverables will be measured.

There are no new Major capital projects included in the 6-Year Capital Budget.

Changes from Forecast

The 2021 Capital Budget has been prepared in accordance with the Multi-year Budget Policy (Policy) approved by Council on March 20, 2020. The Policy directs the City of Winnipeg (City) to adopt annual budgets on the basis of capital budget forecasts previously approved, with adjustments to the forecasts for legislative changes, new council direction or cost or revenue driver changes. The most recent multi-year capital budget forecasts were approved by Council for the 6-year period 2020 - 2025.

The table below shows the multi-year Capital Budget for the period 2021–2025. This period is comprised of $1,856.607 million in total capital investment over the next five years. $1,786.777 million of this spending has been approved through previous Council decisions.

Changes from the 2021 – 2025 Capital Forecast

In thousands of $	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast	363,397	365,689	329,692	337,182	390,817	1,786,777
Preliminary Budget	386,429	391,296	359,563	333,702	385,617	1,856,607
Increase (Decrease) from Forecast	23,032	25,607	29,871	(3,480)	(5,200)	69,830

The following breakdowns the variances by fund.

Tax Supported, Municipal Accommodations and Transit

	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast	236,212	251,612	222,000	201,147	212,151	1,123,122
Preliminary Budget	251,819	274,403	243,080	207,032	218,179	1,194,513
Increase (Decrease) from Forecast	15,607	22,791	21,080	5,885	6,028	71,391

Water and Waste

	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast	109,710	97,440	91,115	119,350	162,070	579,685
Preliminary Budget	116,250	99,930	99,795	109,535	150,805	576,315
Increase (Decrease) from Forecast	6,540	2,490	8,680	(9,815)	(11,265)	(3,370)

Special Operating Agencies

	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast	17,475	16,637	16,577	16,685	16,596	83,970
Preliminary Budget	18,360	16,963	16,688	17,135	16,633	85,779
Increase from Forecast	885	326	111	450	37	1,809

6-Year Capital Budget

Council is required by Legislation to prepare a 6-year balanced Capital Program. With the inclusion of the 2026 forecast the Preliminary 6-Year Capital Budget for Council approval is $2.278 billion. The following is a summary of projects by service. See the Supplement to the 2021 Budget for a summary of projects by Department, including their financing sources.

The 2021 Capital Budget supports infrastructure and investments such as purchasing or constructing buildings, roads, park and recreation areas, equipment, vehicles and land. The 2021 Capital Budget and five-year forecast balances infrastructure investment required to keep existing City assets in good repair while supporting ongoing growth needs. Capital investment decisions consider the collective benefit for residents, the risks associated with project deferral, and service affordability.

2021 Preliminary Capital Budget and 2022 to 2026 Forecast

In thousands of $	2021	2022	2023	2024	2025	2026	6-Year Total
Preliminary Capital Budget and 5-Year Forecast	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749

The majority of funding in 2026 is the continuation of programming included in the current forecast from 2021 – 2025. Some of the significant changes that the City will be undertaking are:

- Increase to the regional and local street renewal reserve funding of $14.4 million allocated to road, bridges and waterways.
- Lagimodiere Twin Overpasses Rehabilitation – Funding of $20.0 million has been allocated to this project in 2026.
- Traffic Signals Bases and Underground Renewal – New project in Public Works for $1.5 million.
- 2 projects in Winnipeg Police Service:
    - 911 Renewal
    - Pistol Replacement
- 2 new projects in Community Services and the increase in Assiniboine Park Conservancy funding:
    - South Winnipeg Recreation Campus: Library Site Development - $1.5 million
    - Feasibility study for a Southeast Winnipeg New Community Centre and Library $382,000
- Continued funding toward the Water Meter Renewals, Water Main Renewals and Sewer Renewals programs and the Southwest Interceptor in 2026.

The following is the Capital Project Summary – Service Based View which shows the 2021 Capital Budget by service and a listing of each project within the service. See the Supplement to the 2021 Preliminary Budget which includes a summary of projects by Department, including their financing sources.

The 6-year capital program may include temporary capital funded Full Time Equivalents (FTEs). If applicable, the FTE information will be noted on the capital detail sheets - see the Supplement to the 2021 Preliminary Budget.

CAPITAL PROJECT SUMMARY	PRELIMINARY CAPITAL						
SERVICE BASED VIEW	BUDGET	FORECAST					6 YEAR
(in Thousands of $)	2021	2022	2023	2024	2025	2026	TOTAL
INFRASTRUCTURE RENEWAL AND PUBLIC WORKS							
Roadway Construction and Maintenance	160,608	175,519	158,950	153,447	168,791	173,884	991,199
Transportation Planning and Traffic Management	2,748	1,815	1,523	1,721	1,479	3,212	12,498
Roadway Snow Removal and Ice Control				478			478
Public Transit	23,712	28,712	28,283	29,218	27,544	27,991	165,460
City Beautification		326	128	237	302	227	1,220
Total Infrastructure Renewal and Public Works	187,068	206,372	188,884	185,101	198,116	205,314	1,170,855
WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT							
Water	33,020	27,510	35,265	27,365	44,315	51,870	219,345
Wastewater	76,270	60,270	56,680	73,535	99,990	97,300	464,045
Land Drainage and Flood Control	4,510	7,250	4,500	6,785	5,100	6,100	34,245
Solid Waste Disposal	2,550	4,900	2,900	1,850	1,400	3,900	17,500
Recycling and Waste Diversion			450				450
Total Water and Waste, Riverbank Management and the Environment	116,350	99,930	99,795	109,535	150,805	159,170	735,585
PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT							
Development Approvals, Building Permits and Inspections	2,047	1,019		100			3,166
Heritage Conservation		100					100
Property Asset Management - Municipal Accommodations	3,936	931	1,333	2,660	943	2,236	12,039
Cemeteries	936	150				100	1,186
Total Property and Development, Heritage and Downtown Development	6,919	2,200	1,333	2,760	943	2,336	16,491
PROTECTION, COMMUNITY SERVICES AND PARKS / WINNIPEG POLICE BOARD							
Police Response	4,990	5,047	3,034	2,655	2,098	8,027	25,851
Fire and Rescue Response	2,404	17,283	11,709	1,482	829	8,555	42,262
Emergency Management	150						150
Recreation	25,635	19,125	19,060	1,874	2,485	2,295	70,474
Parks and Urban Forestry	12,715	8,373	11,124	3,572	4,688	10,272	50,744
Community Livability	1,000	1,000					2,000
Libraries	1,238	2,875	325	850	350	2,250	7,888
Arts, Entertainment and Culture	5,225	5,525	5,525	5,400	5,400	5,400	32,475
Total Protection, Community Services and Parks / Winnipeg Police Board	53,357	59,228	50,777	15,833	15,850	36,799	231,844
INNOVATION AND ECONOMIC DEVELOPMENT							
Innovation, Transformation and Technology	3,938	6,181	1,886	3,088	2,858	1,270	19,221
Fleet Management Agency (SOA)	18,237	16,793	16,552	16,876	16,447	16,447	101,352
Parking Authority (SOA)	123	170	136	259	186	149	1,023
Total Innovation and Economic Development	22,298	23,144	18,574	20,223	19,491	17,866	121,596
EXECUTIVE POLICY							
Assessment, Taxation and Corporate	237	312		250	312	350	1,461
Contact Centre - 311	100		100			107	307
Council Services	100	110	100		100	200	610
Total Executive Policy	437	422	200	250	412	657	2,378
TOTAL CAPITAL PROGRAM	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
CAPITAL PROJECTS LISTING							
INFRASTRUCTURE RENEWAL AND PUBLIC WORKS							
Roadway Construction and Maintenance							
Public Works							
Pedestrian and Cycling Program	1,927	1,950	1,890	1,651	1,683	2,321	11,422
Developer Payback - Various Locations	550						550
Inner-Ring Road - Functional Design				375	375		750
Regional and Local Street Renewal - Council authorized first charges of up to $84.5 million on all 2021 accelerated regional streets, up to $0.500 million for Portage Av EB - St. Charles St to David St, up to $1.000 million for University Ct - Pembina Hwy to Chancellor Matheson Dr, up to $7.0 million for all Local Street Renewals, up to $4.820 million for Sherwin Rd - Dublin Av to Notre Dame Av road renewal and bridge project, and up to $2.100 million for Wellington Crescent Riverbank Stabilization project (Council March 20, 2020) for a total of $99.92 million in 2020 or prior to the adoption of the 2021 capital budget.	152,168	162,295	136,880	120,974	144,484	147,313	864,114
Osborne Street Underpass					1,100		1,100
Pembina Highway Overpass (Bishop Grandin) Rehabilitation			1,000	2,000	17,400		20,400
St. Vital Bridge Rehabilitation	2,000	6,074	15,600	23,200			46,874
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)		2,000		2,000		20,000	24,000
Waterway Crossing and Grade Separations - Annual Program	3,513	3,000	3,000	3,000	3,549	3,900	19,962
Asset Management System - Various Divisions	100	100	100	100	100	100	600
Assessment and Taxation							
Local Improvements - Ongoing Program	350	100	480	147	100	250	1,427
Total Roadway Construction and Maintenance	160,608	175,519	158,950	153,447	168,791	173,884	991,199
Transportation Planning and Traffic Management							
Public Works							
Transportation Master Plan	250	250	154	171		205	1,030
Traffic Signals Loops	250	250	250	250	250	250	1,500
Traffic Signals Bases and Underground Renewal Program						1,500	1,500
Traffic Engineering Improvements - Various Locations	2,248	1,315	1,119	1,200	1,229	1,257	8,368
Upgrade Noise Policies and Equipment Study				100			100
Total Transportation Planning and Traffic Management	2,748	1,815	1,523	1,721	1,479	3,212	12,498

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
Roadway Snow Removal and Ice Control							
Public Works							
Salt and Sand Storage Shed				478			478
Total Roadway Snow Removal and Ice Control				478			478
Public Transit							
Transit							
Transit Information Technology Program	500	325	500	325	325	500	2,475
Transit Building Replacement / Refurbishment	600	600	828	881	600	600	4,109
Transit Roof Replacement and Ventilation Upgrade	1,947	1,500	1,500	1,800			6,747
Transit Buses	17,615	21,737	22,905	22,462	23,669	23,391	131,779
Accessibility Program	250	250	250	250	250	250	1,500
Heavy Shop Equipment Replacement Program	200	200	200	200	200	200	1,200
Hoist Replacement at Fort Rouge Garage	1,100	2,600		3,300	2,500	3,050	12,550
Heated Bus Shelter Program	1,500	1,500	1,500				4,500
Transit Improvements			600				600
Total Public Transit	23,712	28,712	28,283	29,218	27,544	27,991	165,460
City Beautification							
Planning, Property and Development							
Downtown Enhancement Program		200	128	237	151	127	843
Business Improvement Zones, Image Routes and Neighbourhood Main Streets		126			151	100	377
Total City Beautification		326	128	237	302	227	1,220
TOTAL INFRASTRUCTURE RENEWAL AND PUBLIC WORKS	187,068	206,372	188,884	185,101	198,116	205,314	1,170,855
WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT							
Water							
Water and Waste - Waterworks System							
Shoal Lake Aqueduct Condition Assessment and Rehabilitation	520	2,000	1,030	1,650	3,700		8,900
Shoal Lake Aqueduct Intake Facility Rehabilitation	600	3,600	3,550		1,000	2,900	11,650
Branch Aqueduct Condition Assessment and Rehabiliation	300		1,000		1,000		2,300
Tache Booster Pumping Station	1,000		350				1,350
Pumping Stations and Reservoirs Structural Upgrades	400						400
Chlorination Upgrading at Pumping Stations	800		4,800				5,600
Regulatory Assessment of Water System Infrastructure and Supply Sources	575					700	1,275

CAPITAL PROJECT SUMMARY	PRELIMINARY CAPITAL						
SERVICE BASED VIEW	BUDGET	FORECAST					6 YEAR
(in Thousands of $)	2021	2022	2023	2024	2025	2026	TOTAL
Deacon Reservoir Cell Rehabilitation						100	100
Deacon Booster Pumping Station Suction Header Divider Wall and Valve		350	985				1,335
Ultraviolet Light Disinfection System Upgrade	1,735						1,735
Discharge Meter Upgrades at the In-town Pumping Stations			550	2,150			2,700
Water Treatment Plant Asset Refurbishment and Replacement Program	5,530						5,530
Water Treatment Plant Programmable Logic Controllers Upgrade		350					350
Pumping Stations Reliability Upgrades		480					480
Study of Backup Power Supply for the Hurst Pumping Station		580					580
Feeder Main Condition Assessment and Rehabilitation	360	200	2,300	1,750	500	1,300	6,410
Water Meter Renewals					16,000	23,000	39,000
Water Main Renewals	18,000	18,500	19,000	20,000	20,500	21,250	117,250
Customer Billing and Work Management Systems Upgrades Program	2,200	350	550	750	600	2,050	6,500
Application and Data Integration	250	350	400	565	515	320	2,400
Digital Enablement for Plant and Field Employees	750	750	750	500	500	250	3,500
Total Water	33,020	27,510	35,265	27,365	44,315	51,870	219,345
Wastewater							
Water and Waste - Sewage Disposal System							
Sludge Drying Beds Decommissioning				375			375
Process Control System Master Plan and Upgrade					3,000	9,500	12,500
Asset Refurbishment and Replacement Program	5,000	2,000	5,000	5,000	5,000	5,000	27,000
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	500						500
Arc Flash Hazard Analysis and Remediation	320	270					590
D'Arcy Lift Station Load Shedding Upgrade	800						800
Lift Stations Upgrading	6,250	6,250	3,250	6,500	7,000	6,000	35,250
River Crossings Monitoring and Rehabilitation	9,400	2,500	730		625		13,255
Combined Sewer Overflow and Basement Flood Management Strategy	32,000	30,000	28,000	32,000	26,500	31,500	180,000
Southwest Interceptor (formerly South West Interceptor River Crossing)				5,000	35,000	20,000	60,000
Environmental Standards Laboratory Facility Plan				530			530
Supervisory Control and Data Acquisition (SCADA) Upgrades for Collection System						500	500
Sewer Renewals	17,500	18,000	18,500	21,000	21,000	21,000	117,000
Water and Waste Department (WWD) Business Intelligence	1,550	300	300	1,100	550	1,450	5,250
Customer Billing and Work Management Systems Upgrades Program	2,200	350	550	750	600	2,050	6,500
Digital Customer Solutions	500	350	350	715	715	300	2,930
WWD Document Management System	250	250					500
WWD Learning Management System				565			565
Total Wastewater	76,270	60,270	56,680	73,535	99,990	97,300	464,045

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
Land Drainage and Flood Control							
Planning, Property and Development							
Riverbank Stabilization - Physical Asset Protection	100						100
Water and Waste - Land Drainage Utility							
Flood Pumping Station Rehabilitation		1,000	1,000	1,000	1,000	1,000	5,000
Land Drainage Sewers - Regional / Local Streets				100	100	100	300
Stormwater Retention Basin Upgrades	150			485			635
Outfall Rehabilitation	2,000	4,050	3,500	3,500	4,000	4,000	21,050
Land Drainage and Combined Sewers Outfall Gate Structures	500	1,800					2,300
Niakwa Drainage Study	120						120
Stormwater Retention Basin and Channel Water Level Monitoring	300						300
Development Agreement Paybacks	1,340	400		1,700		1,000	4,440
Total Land Drainage and Flood Control	4,510	7,250	4,500	6,785	5,100	6,100	34,245
Solid Waste Collection and Disposal							
Water and Waste - Solid Waste Disposal System							
Brady Road Resource Management Facility - Cell Construction	1,200	750	1,300	500		2,500	6,250
Brady Road Resource Management Facility - Alternative Energy Project		2,500					2,500
Closed Landfill Site Improvement	100	100	100				300
Soil Fabrication for Landfill Cover	1,250	1,300	1,300	1,350	1,400	1,400	8,000
Collection Management System		250	200				450
Total Solid Waste Disposal	2,550	4,900	2,900	1,850	1,400	3,900	17,500
Recycling and Waste Diversion							
Water and Waste - Solid Waste Disposal System							
Comprehensive Integrated Waste Management Strategy (CIWMS) - Review			450				450
Total Recycling and Waste Diversion			450				450
TOTAL WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT	116,350	99,930	99,795	109,535	150,805	159,170	735,585

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT							
Development Approvals, Building Permits and Inspections							
Planning, Property and Development							
Computer Automation	100			100			200
Digital Permitting	1,947	1,019					2,966
Total Development Approvals, Building Permits and Inspections	2,047	1,019		100			3,166
Heritage Conservation							
City Clerks							
Corporate Records Centre		100					100
Total Heritage Conservation		100					100
Property Asset Management - Municipal Accommodations							
Municipal Accommodations							
Strategic Facilities Master Plan	250						250
Health / Life Safety / Emergency Systems Refurbishment / City-wide Accessibility	3,686	931	1,333	2,660	943	2,236	11,789
Total Property Asset Management - Municipal Accommodations	3,936	931	1,333	2,660	943	2,236	12,039
Cemeteries							
Planning, Property and Development							
Cemeteries - Improvements	936	150				100	1,186
Total Cemeteries	936	150				100	1,186
TOTAL PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT	6,919	2,200	1,333	2,760	943	2,336	16,491

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
PROTECTION, COMMUNITY SERVICES AND PARKS / WINNIPEG POLICE BOARD							
Police Response							
Winnipeg Police Service							
Computer Assisted Dispatch Upgrade			375			410	785
Next Generation 911	1,000						1,000
911 Renewal						2,151	2,151
Communication Sites Upgrade - Media Logger (formerly Communication Sites Upgrade - Audio Loggers)		1,453					1,453
Building Security System Evergreening			159				159
Schedule and Management System Upgrade	500						500
Communication Sites - Radio Consoles/Batteries				575			575
North Station Information Technology Requirements	190						190
Flight Operations Overhaul		602					602
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment		792					792
Automated Fingerprint Identification System (AFIS)	500						500
Technology Upgrades - Information Systems				1,325	112		1,437
North District Station - Furniture, Fixtures, and Equipment	700						700
In Car Computing					1,736	1,544	3,280
Pistol Replacement						1,487	1,487
Police Headquarters Information System Upgrades	2,100					2,435	4,535
Indoor Firing Range - Facility Study (formerly Indoor Firing Range)			150				150
Active Shooter Response Training Facility			150				150
E-ticketing Hardware				375			375
Vehicle Inspections - Weigh Scale					250		250
Police Vehicle Operations - Facility Track Replacement (formerly Police Vehicle Operations - Facility)		1,800	1,200				3,000
Technological Crime Infrastructure				380			380
Call Answer Software			1,000				1,000
Technical Surveillance Systems		400					400
Total Police Response	4,990	5,047	3,034	2,655	2,098	8,027	25,851
Fire and Rescue Response							
Fire Paramedic Service							
Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation		13,439					13,439
Facility Optimization - Waverley West Station			10,927				10,927
Equipment Obsolescence	1,481	3,844	782	990	829	7,181	15,107
Station Capital Maintenance	734			492		1,374	2,600
Emergency Vehicle Pre-emption	189						189
Total Fire and Rescue Response	2,404	17,283	11,709	1,482	829	8,555	42,262

CAPITAL PROJECT SUMMARY	PRELIMINARY CAPITAL						
SERVICE BASED VIEW	BUDGET	FORECAST					6 YEAR
(in Thousands of $)	2021	2022	2023	2024	2025	2026	TOTAL
Emergency Management							
Fire Paramedic Service							
Business Continuity Software	150						150
Total Emergency Management	150	-	-	-	-	-	150
Recreation							
Community Services							
Recreational Facility Safety, Security and Accessibility Improvements Program	235	130	150	279	190	308	1,292
Fitness Equipment Upgrade Program	300	295	310	320	330	340	1,895
East of the Red RecPlex					1,000		1,000
Repair and Renovation of Pan Am Pool Universal Change Rooms	940						940
Boni-Vital Pool - First charge against the 2021 Capital Budget of up to $500,000 (Council March 20, 2020)	5,360						5,360
Southeast Winnipeg New Community Centre and Library						382	382
Technology Advancement Program	100			310		300	710
Community Centre Renovation Grant Program (CCRGP)	2,000	2,000	2,000	965	965	965	8,895
Recreation and Library Facility Investment Strategy	16,700	16,700	16,600				50,000
Municipal Accommodations							
Sherbrook Pool							
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)	48	48					
- Interim Financing from General Capital Fund / (Repayment)	(48)	(48)					
Total Sherbrook Pool	-	-					
Total Recreation	25,635	19,125	19,060	1,874	2,485	2,295	70,474
Parks and Urban Forestry							
Public Works							
Reforestation - Improvements	383	383	383	383	383	383	2,298
Regional Parks	1,275	300	1,610			2,005	5,190
Community and Neighbourhood Parks						1,800	1,800
Parks Buildings	3,020				375	245	3,640
Parks and Recreation Enhancement Program	2,100	1,890	1,731	300	300	1,264	7,585
Rainbow Stage			1,500	1,500			3,000
Urban Forest Enhancement Program	5,800	5,800	5,800	1,389	3,630	4,475	26,894
Planning, Property and Development							
Developer Payback	137		100			100	337
Total Parks and Urban Forestry	12,715	8,373	11,124	3,572	4,688	10,272	50,744

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
Community Livability							
Community Services							
Community Incentive Grant Program (CIGP)	1,000	1,000					2,000
Total Community Livability	1,000	1,000	-	-	-	-	2,000
Libraries							
Community Services							
Library Facility Safety, Security and Accessibility Improvements Program	300	100		200		300	900
Library Refurbishment & Interior Infrastructure Program				650		450	1,100
Library Technology Upgrade and Replacement Program			325		350		675
Library Facility Redevelopment - West Kildonan Library	938	2,775					3,713
South Winnipeg Recreation Campus: Library and Site Development						1,500	1,500
Total Libraries	1,238	2,875	325	850	350	2,250	7,888
Arts, Entertainment and Culture							
Community Services							
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	5,100	5,400	5,400	5,400	5,400	5,400	32,100
Planning, Property and Development							
Public Art Strategy	125	125	125				375
Total Arts, Entertainment and Culture	5,225	5,525	5,525	5,400	5,400	5,400	32,475
TOTAL PROTECTION, COMMUNITY SERVICES AND PARKS / WINNIPEG POLICE BOARD	53,357	59,228	50,777	15,833	15,850	36,799	231,844
INNOVATION AND ECONOMIC DEVELOPMENT							
Innovation, Transformation and Technology							
Innovation, Transformation and Technology							
Innovation Strategy	750	500	250				1,500
Smart Cities Innovation Program	750	500	250				1,500
Enterprise Computing Initiatives	1,105	3,462	319	855	800	904	7,445
Communications Network Infrastructure	395	1,184	923	881	560	266	4,209
Printing Graphics & Mail Services Asset Renewal	396						396
Microsoft Office License Evergreen		113		712			825
Geographic Information System Aerial Image Renewal Program	188				211		399
Information Security Initiatives	194	140	144	640	979	100	2,197
Microsoft Development Network Software Renewal		282			308		590
Corporate VoIP Phone System	160						160
Total Innovation, Transformation and Technology	3,938	6,181	1,886	3,088	2,858	1,270	19,221

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
Fleet Management Agency (SOA)							
Winnipeg Fleet Management Agency							
Shop Tools & Equipment Upgrades		330	100	240	255	255	1,180
Power Tools	125	125	125	125	125	125	750
Fuel Site Upgrades and Improvements		100	200	100	200	200	800
Building Renovations	733	568	457	741	197	197	2,893
Fleet Asset Acquisitions	15,670	15,670	15,670	15,670	15,670	15,670	94,020
Fleet Software Application	1,709						1,709
Total Fleet Management Agency (SOA)	18,237	16,793	16,552	16,876	16,447	16,447	101,352
Parking Authority (SOA)							
Winnipeg Parking Authority							
Automated License Plate Recognition (ALPR) Program	123	170	136	259	186	149	1,023
Total Parking Authority (SOA)	123	170	136	259	186	149	1,023
TOTAL INNOVATION AND ECONOMIC DEVELOPMENT	22,298	23,144	18,574	20,223	19,491	17,866	121,596
EXECUTIVE POLICY							
Assessment, Taxation and Corporate							
Assessment and Taxation							
Assessment Automation	237	312		250	312	350	1,461
Total Assessment, Taxation and Corporate	237	312		250	312	350	1,461
Contact Centre - 311							
Customer Service and Communications							
311 Renewal	100		100			107	307
Total Contact Centre - 311	100		100			107	307
Council Services							
City Clerks							
Election Systems	100	110			100	200	510
Audio / Video Equipment Replacement			100				100
Total Council Services	100	110	100		100	200	610
TOTAL EXECUTIVE POLICY	437	422	200	250	412	657	2,378

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2021	FORECAST 2022	2023	2024	2025	2026	6 YEAR TOTAL
Public Private Partnerships							
Public Works							
Disraeli Bridge and Overpass Facility	11,984	12,039	12,139	12,151	12,209	12,269	72,791
Charleswood Bridge	1,478	1,478	1,478	1,478			5,912
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	6,358	6,403	6,450	6,497	6,546	6,596	38,850
Winnipeg Police Service							
East District Police Station	1,056	1,056	1,089	1,155	1,155	1,155	6,666
Transit							
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	11,330	11,370	11,490	11,800	11,890	12,310	70,190
Public Private Partnership Annual Service / Financing Payments	(32,206)	(32,346)	(32,646)	(33,081)	(31,800)	(32,330)	(194,409)
Total Public Private Partnerships							
TOTAL CAPITAL PROGRAM - SERVICE BASED VIEW	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749

Department Budget and Financing Sources

Department Budget

The following is a summary of the 2021 Capital Budget by Department. For a listing of projects for each department see the Supplement to the 2021 Preliminary Budget.

CAPITAL PROJECT SUMMARY	Adopted	Preliminary	5-Year	6-Year
(in Thousands of $)	Budget	Budget	Forecast	Total
	2020	2021	2021 - 2025	2021-2026
SUMMARY OF CAPITAL PROGRAM				
Public Works	**164,675**	**175,584**	**877,571**	**1,053,155**
Community Services	**13,404**	**32,973**	**79,489**	**112,462**
Winnipeg Police Service	**2,966**	**4,990**	**20,861**	**25,851**
Fire Paramedic Service	**11,112**	**2,554**	**39,858**	**42,412**
Planning, Property and Development	**6,187**	**3,345**	**3,039**	**6,384**
Innovation, Transformation and Technology	**6,776**	**3,938**	**15,283**	**19,221**
Other	**752**	**787**	**3,118**	**3,905**
Total Tax Supported	**205,872**	**224,171**	**1,039,219**	**1,263,390**
Municipal Accommodations	**4,707**	**3,936**	**8,103**	**12,039**
Transit	**26,435**	**23,712**	**141,748**	**165,460**
Total Tax Supported, Transit and Municipal Accommodations	**237,014**	**251,819**	**1,189,070**	**1,440,889**
Self-Supporting Utilities				
Waterworks System	**37,600**	**33,020**	**186,325**	**219,345**
Sewage Disposal System	**69,065**	**76,270**	**387,775**	**464,045**
Solid Waste Disposal System	**3,470**	**2,550**	**15,400**	**17,950**
Land Drainage and Flood Control	**5,680**	**4,410**	**29,735**	**34,145**
Total Self-Supporting Utilities	**115,815**	**116,250**	**619,235**	**735,485**
Special Operating Agencies	**16,623**	**18,360**	**84,015**	**102,375**
TOTAL CAPITAL PROGRAM	**369,452**	**386,429**	**1,892,320**	**2,278,749**

Financing Sources

The ability to initiate and complete capital projects is limited by the amount of available capital funding; therefore, it is critical to achieve as much certainty as possible around the timing, sources and amount of funding based on what is known and committed during the budget process. The City aims to maximize funding sources external to the City. Internal sources are used to leverage the external sources but also fund projects for which external sources are not available. The City of Winnipeg funds its 6-Year capital program from a number of sources. A summary of financing sources is noted below. See the Supplement to the 2021 Preliminary Budget for a summary of projects by Department, including their financing sources.

CAPITAL PROJECT SUMMARY (in Thousands of $)	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
		BUDGET	FORECAST					
	2020	2021	2022	2023	2024	2025	2026	2021-2026
SUMMARY OF FINANCING SOURCES								
Cash to Capital	22,846	5,688	10,591	2,567	20,000	20,000	20,620	79,466
Frontage Levy	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Public Private Partnership Annual Service / Financing Payments	(37,404)	(37,761)	(37,901)	(38,201)	(38,636)	(37,355)	(37,885)	(227,739)
Reserves:								
- Transit Bus Replacement					10,889	12,268	8,968	32,125
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	14,460	14,720	14,760	14,880	15,190	15,280	15,700	90,530
- Water Meter Renewal						16,000	23,000	39,000
- Water Main Renewal	17,500	18,000	18,500	19,000	20,000	20,500	21,250	117,250
- Sewer System Rehabilitation	7,000	17,500	18,000	18,500	21,000	21,000	21,000	117,000
- Environmental Projects	31,610	32,000	30,000	28,000	32,000	26,500	31,500	180,000
- Landfill Rehabilitation	970	1,350	1,400	1,400	1,350	1,400	1,400	8,300
- Waste Diversion	1,800		250	650				900
- Financial Stabilization	1,035	1,035	1,035	1,035				3,105
- Destination Marketing	336							
- Permit	1,215	1,947	1,019					2,966
- Land Operating	4,515	3,611	2,269	965	3,265	965	965	12,040
- Impact Fee				7,000				7,000
- Local Street Renewal	25,536	45,430	51,757	62,757	74,157	86,057	98,257	418,415
- Regional Street Renewal	28,800	41,538	47,838	49,838	51,838	53,938	56,138	301,128
Interim Financing / (Repayment)	(4,513)	(1,110)	129		(600)			(1,581)
Contributions from Other Levels of Government:								
- Federal Gas Tax	53,716	51,631	48,488	51,915	49,940	48,420	48,432	298,826
- Federal New Building Canada Fund	25,000	26,000	24,000	13,000				63,000
- Veterans Affairs Canada	800	700	150					850
- Province of Manitoba Strategic Infrastructure Funding		29,800	30,100	30,000				89,900
- Province of Manitoba Accelerated Regional Roads	15,000	29,100	29,100	9,800				68,000
- Shared Health Capital Grant	1,471	994	840	602	907	687	791	4,821
Other Funders:								
- Developer Funding / Developer Capacity Charges	2,586	988	400		1,700		1,000	4,088
- Future Services Account		200	200	200	200	200	200	1,200
- Sponsorship / Sponsor Winnipeg	48	48	48					96
Retained Earnings - Transit	5,639	1,500	1,500	2,100				5,100
Retained Earnings - Self-supporting Utilities	37,575	42,190	22,030	27,745	28,400	60,305	54,920	235,590
Accumulated Surplus (Retained Earnings) - Special Operating Agencies	1,345	2,690	1,293	1,018	1,465	963	926	8,355
Transfer from Sewage Disposal System Fund	5,180	3,610	6,850	4,500	5,085	5,100	5,100	30,245
External Debt	56,327	23,239	36,027	23,633	6,990	6,042	20,268	116,199
External Debt - Fleet	15,178	15,670	15,670	15,670	15,670	15,670	15,670	94,020
Internal Financing	1,440	1,500	1,000	500			3,922	6,922
Transfers from Other Capital Accounts / Surplus Capital	22,441	2,621	3,953	489	2,892	1,677		11,632
TOTAL FINANCING SOURCES	369,452	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749

New Projects

Included in the 2021 Capital Budget are new projects which would not have been included in the 2020 Adopted Budget. New funding in 2026 for projects previously included in the 2021 – 2025 forecast in the 2020 Adopted Budget are not considered new projects; they are treated as increases in funding.

The following are details on these projects. The full capital detail sheet, including cashflow details and net operating impacts can be seen on the Capital Detail Sheets in the Supplement to the 2021 Preliminary Budget. The listing is in order of the service-based view.

Project Name: **Traffic Signals Bases and Underground Renewal Program**

Standing Policy Department: Infrastructure Renewal and Public Works
Public Works

Service: **Transportation Planning and Traffic Management**

Project: 1831100126

OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	-	-	1,500	1,500	1,500
Financed by:									
Frontage Levy							1,500	1,500	1,500

Traffic signal bases provide the structural foundation for traffic signal poles and cabinets. As a result, they are crucial for the safe construction and operation of traffic signals. This program is to replace traffic signal bases in poor condition. In total, 502 high-risk bases must be replaced over 10 years (50 per year). This represents 7% of the bases in the City.

Project Name: **Upgrade Noise Policies and Equipment Study**

Standing Policy Department: Infrastructure Renewal and Public Works
Public Works

Service: **Transportation Planning and Traffic Management**

Project: 1831100124

OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	100	-	-	100	100
Financed by:									
Federal Gas Tax					100			100	100

Initiation of a study to develop an update to the City of Winnipeg Motor Vehicle Noise Policies and Guidelines (1984). The Study shall make recommendations to provide definition and clarity, develop material & construction standard details of noise attenuation barriers, update noise modelling requirements, and define existing noise collection & analysis requirements.

New Projects (continued)

Project Name: **Transit Improvements**

Standing Policy Department: Infrastructure Renewal and Public Works
Transit

Service: **Public Transit**

Project: 4210010923

OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	600	-	-	-	600	600
Financed by:									
Retained Earnings				600				600	600

On July 23, 2020 Council approved the allocation of up to $600,000 for transit improvements at the intersections of Portage Avenue and Edmonton Street and of Portage Avenue and Vaughan Street as part of the request from Starlight Investments for a financial contribution to the Portage Place Revitalization Project.

Project Name: **Salt and Sand Storage Shed**

Standing Policy Department: Infrastructure Renewal and Public Works
Public Works

Service: **Roadway Snow Removal and Ice Control**

Project: 1803000124

OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	478	-	-	478	478
Financed by:									
Federal Gas Tax					478			478	478

Rehabilitation of Salt and Sand Storage Facility at 1220 Pacific Ave. The work consists of replacing the dome canvas, corrosion treatment of truss members, surface restoration of concrete walls, and sealing of gap in between the concrete wall and floor.
The work would maintain the City's compliance with applicable federal and provincial legislation regarding the storage and use of snow and ice control products.

Project Name: **Water Treatment Plant Programmable Logic Controllers Upgrade**

Standing Policy Department: Water and Waste, Riverbank Management and the Environment
Water and Waste

Service: **Water**

Project: 2010002122

OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	350	-	-	-	-	350	350
Financed by:									
Retained Earnings			350					350	350

Programmable Logic Controllers (PLCs) are specialized hardware with customized software that provide local control of systems and processes at the Winnipeg Drinking Water Treatment Plant. The PLCs currently in use at the Winnipeg Drinking Water Treatment Plant have reached industry standard for replacement and are in the process of being discontinued by their manufacturer. To ensure a continuous supply of water to the City of Winnipeg, the PLCs will need to be replaced. Communication hardware associated with the PLCs is nearing end of life will need to be replaced.

New Projects (continued)

Project Name: **Supervisory Control and Data Acquisition (SCADA) Upgrades for Collection System**

Standing Policy: Water and Waste, Riverbank Management and the Environment
Department: Water and Waste **Service: Wastewater**
Project: 2040002226 OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	-	-	500	500	500
Financed by:									
Retained Earnings							500	500	500

The Supervisory Control and Data Acquisition System (SCADA) provides operational information for the City's sewer collection system (pumps, valves, gates etc.). This work will upgrade the system to new technology so that it can provide real-time information for sewer system operation and monitoring.

Project Name: **Niakwa Drainage Study**

Standing Policy: Water and Waste, Riverbank Management and the Environment
Department: Water and Waste **Service: Land Drainage and Flood Control**
Project: 2070002921 OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	120	-	-	-	-	-	-	120
Financed by:									
Transfer from		120						-	120

The existing land drainage system on Niakwa Road E, that drains to a ditch east of Mazenod Road, is currently not meeting level of service. A study is required to investigate possible solutions to ensure hydraulic capacity is maintained.

Project Name: **Stormwater Retention Basin and Channel Water Level Monitoring**

Standing Policy: Water and Waste, Riverbank Management and the Environment
Department: Water and Waste Service: Land Drainage and Flood Control
Project: 2075000621 **OurWinnipeg:** Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast	Six-Year Total
Project Costs ($000's)	-	300	-	-	-	-	-	-	300
Financed by:									
Transfer from Sewage Disposal System Fund		300						-	300

The City of Winnipeg currently monitors water levels in select stormwater retention basins (SRBs) as well as on the Red River at both the North and South Perimeter bridges. Real-time water level monitoring at SRBs is required to ensure ongoing operation of the systems; real-time monitoring of the river is required for flood protection activities. The current monitoring contract is ending. This project will renew the contract and ensure level of service is maintained.

New Projects (continued)

Project Name: **911 Renewal**

Standing Policy Department: Winnipeg Police Board
Department: Winnipeg Police Service
Project: 220010026

Service: **Police Response**
OurWinnipeg: Collaborate to Make Safe Communities

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	N/A *	-	-	-	-	-	2,151	2,151	2,151
Financed by:									
Cash to Capital							2,151	2,151	2,151

This project will provide the evergreening renewal of the 911 system.
911 renewals will provide continued reliable support for the latest telephony and 911 systems with provisions for video/texting and other technological advancements. This will include upgrades to the Public Safety grade Internet protocol network at both the primary and back up Public Safety Answering Point. As well, required upgrades to standard operating guidelines and inter-operability with partner agencies will be in scope.

Project Name: **Pistol Replacement**

Standing Policy Department: Winnipeg Police Board
Department: Winnipeg Police Service
Project: 2200200026

Service: **Police Response**
OurWinnipeg: Collaborate to Make Safe Communities

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	-	-	1,487	1,487	1,487
Financed by:									
Internal Financing							1,487	1,487	1,487

The current .40 caliber duty pistols require replacement. Police agencies and military across North America have already, or are in process of, transitioning to 9mm pistols. Reduced demand for .40 caliber ammunition has resulted in reduced supply with a projected increase in cost, therefore creating an operational increase to the Service. 9mm pistols are easier to shoot with greater accuracy with the same effectiveness at a lower operational cost.

Project Name: **Technological Crime Infrastructure**

Standing Policy Department: Winnipeg Police Board
Department: Winnipeg Police Service
Project: 220010024

Service: **Police Response**
OurWinnipeg: Collaborate to Make Safe Communities

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	380	-	-	380	380
Financed by:									
Cash to Capital					380			380	380

This evergreening initiative is to upgrade and replace information system equipment used in support of technological criminal investigations. This equipment will support directed, focused, gathering of information to support criminal investigations within the Winnipeg Police Service and in partnership with other outside agencies.

New Projects (continued)

Project Name: **Emergency Vehicle Pre-emption**

Standing Policy Department: Protection, Community Services and Parks
Fire Paramedic Service

Service: **Fire and Rescue Response**

Project: 2112120026

OurWinnipeg: Emergency Preparedness, Response and

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	189	-	-	-	-	-	-	189
Financed by:									
External Debt		189						-	189

Emergency Vehicle Pre-emption takes advantage of the City investment in centralized traffic signal control to provide intelligent traffic signalization for emergency vehicles. This increases priorty for approaching emergency vehicles to enable the clearance of the junctions along their route and allowing safer and more rapid progression through to the emergency incident.

Project Name: **Business Continuity Software**

Standing Policy Department: Executive Policy Committee
Fire Paramedic Service

Service: **Emergency Management**

Project: 2148010021

OurWinnipeg: Emergency Preparedness, Response and

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	150	-	-	-	-	-	-	150
Financed by:									
Cash to capital		150						-	150

This project will procure and implement business continuity software to ensure all city departments have emergency response plans in place and that they are coordinated across departments. This software will support the city in complying with the Provincial Emergency Measures Act, regulation 159.16.

Project Name: **Southeast Winnipeg New Community Centre and Library**

Standing Policy Department: Protection, Community Services and Parks
Community Services

Service: **Recreation**

Project: 6362500926

OurWinnipeg: Recreation

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	-	-	382	382	382
Financed by:									
Cash to Capital							250	250	250
Federal Gas Tax							132	132	132

The City is experiencing significant population growth in the southeast region, including new neighbourhoods of Sage Creek and Bonavista as well as established areas of Island Lakes and Royalwood. Service requirements include the need for multi-purpose recreation space, gymnasium space and a library to serve this growing community. The General Council of Winnipeg Community Centres Plan 2025 also identified the need to build a new recreation facility somewhere in the south-east corner of the city to accommodate the residential expansion associated with these same areas. Through the Neighbourhood Area Structure Plan for Precinct 'K', an approximately 11 acre site in the Bonavista neighbourhood has been acquired by the city which could be a potential site for the recreation/community centre. A site for the library has yet to be determined.

New Projects (continued)

Project Name: **Recreation and Library Facility Investment Strategy**

Standing Policy: Protection, Community Services and Parks
Department: Community Services — **Service:** **Recreation**
Project: 6362800021 — OurWinnipeg: Recreation

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	16,700	16,700	16,600	-	-	-	33,300	50,000
Financed by:									
Province of Manitoba Strategic Infrastructure Funding		16,700	16,700	16,600				33,300	50,000

On March 20, 2020 Council directed the Public Service to report back within 180 days on a new 3-year recreation and library facility investment strategy of up to $50 million, starting in 2021 to be funded from the City's anticipated annual strategic infrastructure allocation from the Province of Manitoba. See the 2021 Supplement to the Preliminary Budget for details on this program.

Project Name: **Community and Neighbourhood Parks**

Standing Policy: Protection, Community Services and Parks
Department: Public Works — **Service:** **Parks and Urban Forestry**
Project: 1853000126 — OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	-	-	1,800	1,800	1,800
Financed by:									
Federal Gas Tax							1,800	1,800	1,800

Refurbishment and/or improvements to various parks to repair aging park infrastructure and related amenities, including:
-play equipment and safety surfacing
-athletic fields
-sport courts
-off-leash dog areas
Prioritization of projects is subject to Parks Strategy, planned for completion in 2020.

Project Name: **South Winnipeg Recreation Campus: Library and Site Development**

Standing Policy: Protection, Community Services and Parks
Department: Community Services — **Service:** **Libraries**
Project: 62100000626 — OurWinnipeg: Libraries

AUTHORIZATION	Previous Budgets	2021	FORECAST 2022	2023	2024	2025	2026	Five-Year Forecast Total	Six-Year Total
Project Costs ($000's)	-	-	-	-	-	-	1,500	1,500	1,500
Financed by:									
Federal Gas Tax							1,500	1,500	1,500

With an anticipated population of approximately 40,000 to 50,000 people once fully developed, the Waverley West area currently has no library facility. A new community library is planned as an addition to the South Winnipeg Recreation Campus building, providing an integrated, multi-purpose recreation, leisure and library destination. Funding in 2026 includes $500,000 for Preliminary Design to obtain a Class 3 estimate for the library addition and $1.0 million for site development work related to the overall recreation site including athletic fields, pathways and park amenities.

Impacts on the Operating Budget

Implementation of the capital projects can impact future operating expenditures. For example, improvements to buildings may lower maintenance costs and new arenas or recreational amenities may increase ongoing maintenance. Operating costs are considered in deciding when projects are authorized. Incremental increases in operating costs, when identifiable, are reflected under operating costs in the Net Operating Impact table for each project (see capital detail sheets in Supplement to the 2021 Preliminary Budget).

As part of the Capital Budget process and planning, the City incorporates all ongoing operating costs that will be incurred as a result of the implementation of capital projects. The preparation of the Capital Budget is consistently established around two criteria:
1. The need, type, and resources of the capital improvements; and,
2. Operating impacts relating to the capital improvement.

The following is a summary of these costs plus related transfer to capital and debt and finance charges for the six-year capital budget period:

Department/Utility/Special Operating Agency	Incremental Operating Costs					
	2021	2022	2023	2024	2025	2026
	(in $000s)					
Public Works	1,785	2,467	1,766	4,267	5,213	5,064
Community Services	119	269	413	2,629	4,726	5,027
Winnipeg Police Service	4,093	6,575	1,787	4,717	4,160	6,340
Fire Paramedic Service	264	710	1,484	1,869	1,994	2,476
Property, Planning and Development	865	1,938	1,513	1,874	1,839	1,937
City Clerks	11	232	33	44	144	232
Innovation, Transformation and Technology	343	1,253	1,201	2,677	2,565	2,367
Customer Service and Communications	11	22	33	44	44	139
Assessment and Taxation	36	482	88	356	522	490
Total Tax Supported	7,527	13,948	8,318	18,477	21,207	24,072
Municipal Accommodations	90	230	321	364	1,307	2,192
Transit	370	2,028	2,240	11,199	8,086	5,830
Total Tax Supported, Transit and Muncipal Accommodations	7,987	16,206	10,879	30,040	30,600	32,094
Self-Supporting Utilities						
Waterworks Systems				58	59	60
Sewage Disposal System				58	60	62
Solid Waste Disposal System		91	145	145	145	145
Total Self-Supporting Utilities	-	91	145	261	264	267
Special Operating Agencies						
Winnipeg Fleet Management Agency	167	523	947	1,378	1,751	2,064
Total Special Operating Agencies	167	523	947	1,378	1,751	2,064
TOTAL CITY	8,154	16,820	11,971	31,679	32,615	34,425

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2021 Consolidated Budget

(in thousands of dollars)	2021	2020	Change
Revenues			
Taxation	$ 801,243	$ 784,701	$ 16,542
Sale of services and regulatory fees	589,403	653,359	(63,956)
Government transfers	201,013	200,991	22
Investment income	34,500	35,408	(908)
Land sales and other revenue	22,316	30,433	(8,117)
Total Revenues	**1,648,475**	**1,704,892**	**(56,417)**
Expenses			
Protection and community services	582,894	563,228	19,666
Utility operations	498,676	490,639	8,037
Public works	339,696	329,778	9,918
Property and development	139,728	152,687	(12,959)
Finance and administration	88,711	95,674	(6,963)
Civic corporations	62,294	75,041	(12,747)
General government	9,182	21,281	(12,099)
Total Expenses	**1,721,181**	**1,728,328**	**(7,147)**
Deficiency Revenues Over Expenses Before Other	**(72,706)**	**(23,436)**	**(49,270)**
Other			
Government transfers related to capital	87,114	149,333	(62,219)
Developer contributions-in-kind related to capital	78,870	70,619	8,251
Other capital contributions	6,100	5,600	500
	172,084	**225,552**	**(53,468)**
Excess Revenues Over Expenses	**$ 99,378**	**$ 202,116**	**$ (102,738)**

Some of the consolidation entries for the 2021 Budget are derived from the 2019 audited financial statements. As such, some figures may be subject to change as better information becomes available.

2021 Consolidated Budget Reconciliation

(in thousands of dollars)	Preliminary Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 816,953	$ (15,710)	$ 801,243
Sale of services and regulatory fees	629,689	(40,286)	589,403
Government transfers	199,196	1,817	201,013
Land sales and other revenue	435,741	(413,425)	22,316
Investment income	34,071	429	34,500
Total Revenues	**2,115,650**	**(467,175)**	**1,648,475**
Expenses			
Protection and community services	829,166	(246,272)	582,894
Utility operations	471,770	26,906	498,676
Public works	380,392	(40,696)	339,696
Property and development	180,723	(40,995)	139,728
Finance and administration	307,233	(218,522)	88,711
Civic corporations	-	62,294	62,294
General government	(4,466)	13,648	9,182
Total Expenses	**2,164,818**	**(443,637)**	**1,721,181**
(Deficiency) Revenues Over Expenses Before Other	**(49,168)**	**(23,538)**	**(72,706)**
Other			
Government transfers related to capital			
Province of Manitoba	-	20,000	20,000
Federal gas tax	46,414	-	46,414
Other capital funding	-	20,700	20,700
Total government transfers related to capital	46,414	40,700	87,114
Developer contributions-in-kind related to capital	-	78,870	78,870
Other capital contributions	-	6,100	6,100
	46,414	**125,670**	**172,084**
Excess/(Deficiency) Revenues Over Expenses	**$ (2,754)**	**$ 102,132**	**$ 99,378**

* The Preliminary Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,180,415	1,180,415	-
- Utilities	678,353	633,026	45,327
- Special Operating Agencies	74,321	79,429	(5,108)
- Reserves	228,975	271,948	(42,973)
Total	2,162,064	2,164,818	(2,754)

Appendix 7

Explanation of Consolidating Entries from Preliminary Budget (in thousands of dollars)

Revenues	
1. Eliminate inter-fund transfers	(564,494)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants to Civic Corporations	(20,010)
4. Eliminate property taxes paid by City entities	(17,066)
5. Eliminate water revenue paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital related revenue not included in the Other category	136,765
8. Include revenue for Civic Corporations	50,492
9. Other	(95)
	(467,175)
Expenses	
1. Eliminate inter-fund transfers	(753,916)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants paid to Civic Corporations	(25,199)
4. Eliminate property taxes paid by City entities	(17,065)
5. Eliminate water expense paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital expenses	333,780
8. Include expenses for Civic Corporations	46,374
9. Increase in liability for environmental issues, vacation and workers' compensation	9,475
10. Include amortization for Civic Corporations	14,877
11. Other	804
	(443,637)
Other	
Include estimates for revenue related to capital funding from government and developers	125,670

Consolidated Budget
Statement of Change in Net Financial Liabilities

(For the year ended December 31 in thousands of dollars)	2021	2020	Change
Excess Revenues Over Expenses	**$ 99,378**	**$ 202,116**	**$ (102,738)**
Amortization of tangible capital assets	284,984	280,468	4,516
Proceeds on disposal of tangible capital assets	5,277	2,433	2,844
Loss on sale of tangible capital assets	1,959	858	1,101
Change in inventories, prepaid expenses and deferred charges	1,146	440	706
Tangible capital assets received as contributions	(78,870)	(70,619)	(8,251)
Acquisition of tangible capital assets	(476,035)	(521,945)	45,910
Decrease in Net Financial Assets	**(162,161)**	**(106,249)**	**(55,912)**
Net Financial Liabilities, Beginning of Year	(948,035)	(841,786)	(106,249)
Net Financial Liabilities, End of Year	**$ (1,110,196)**	**$ (948,035)**	**$ (162,161)**