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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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## City of Winnipeg

## Manitoba

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



**Scott Gillingham**
ST. JAMES



**Cindy Gilroy**
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**Kevin Klein**
CHARLESWOOD - TUXEDO - WESTWOOD



**Janice Lukes**
WAVERLEY WEST



**Brian Mayes**
ST. VITAL



**Shawn Nason**
TRANSCONA



**John Orlikow**
RIVER HEIGHTS-FORT GARRY



**Sherri Rollins**
FORT ROUGE - EAST FORT GARRY



**Vivian Santos**
POINT DOUGLAS

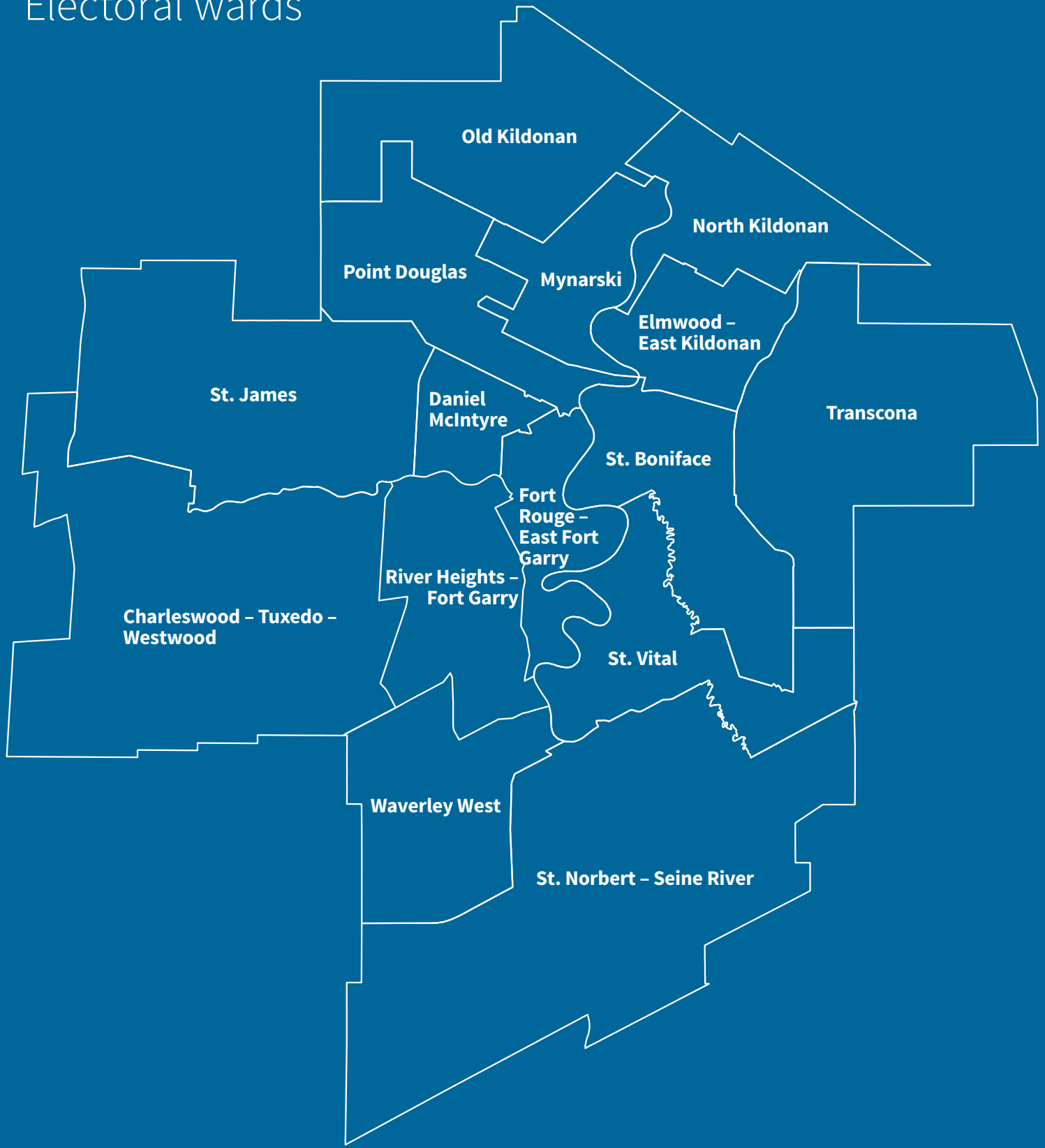


**Jason Schreyer**
ELMWOOD-EAST KILDONAN



**Devi Sharma**
OLD KILDONAN

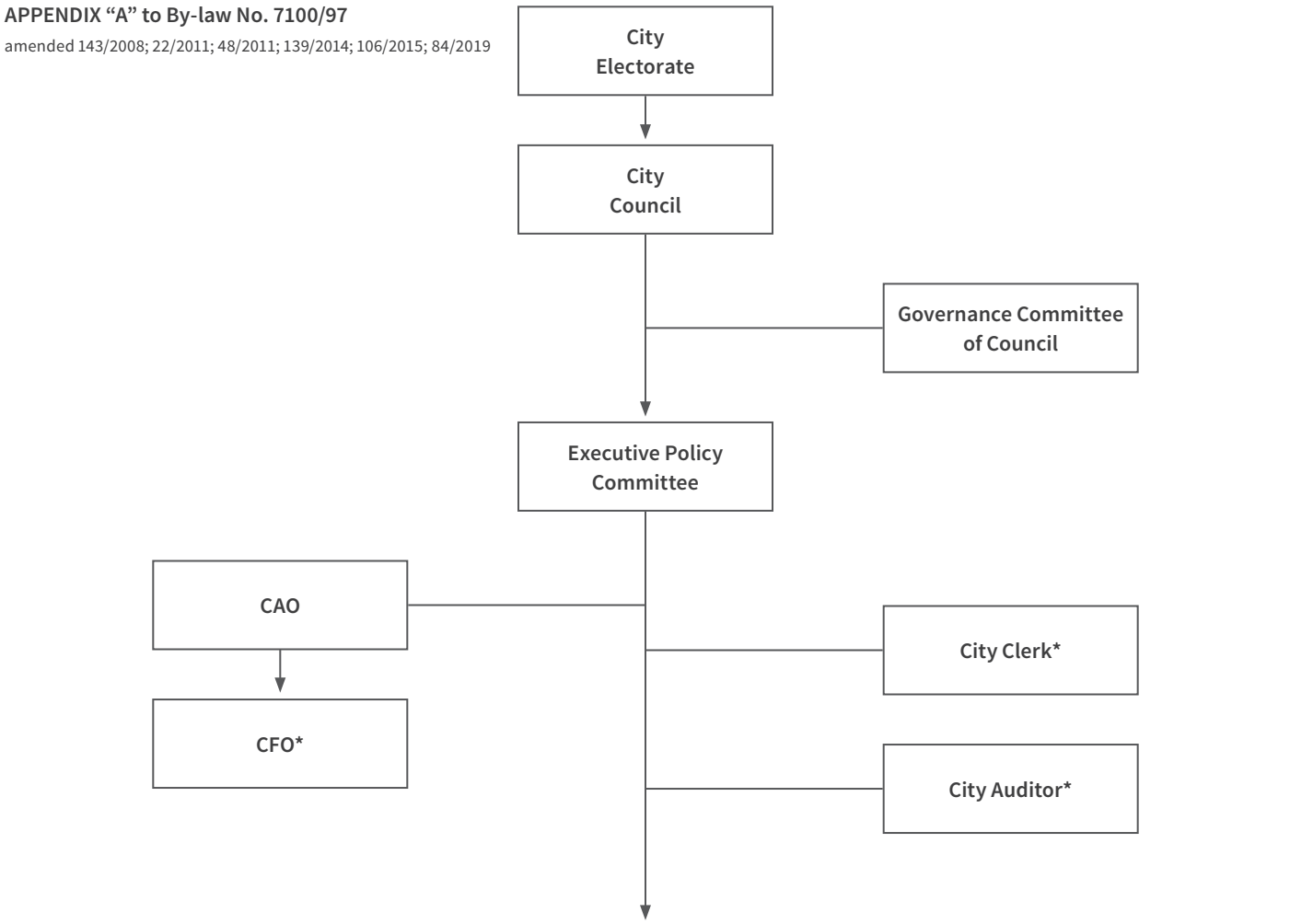
# Electoral wards



# 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**

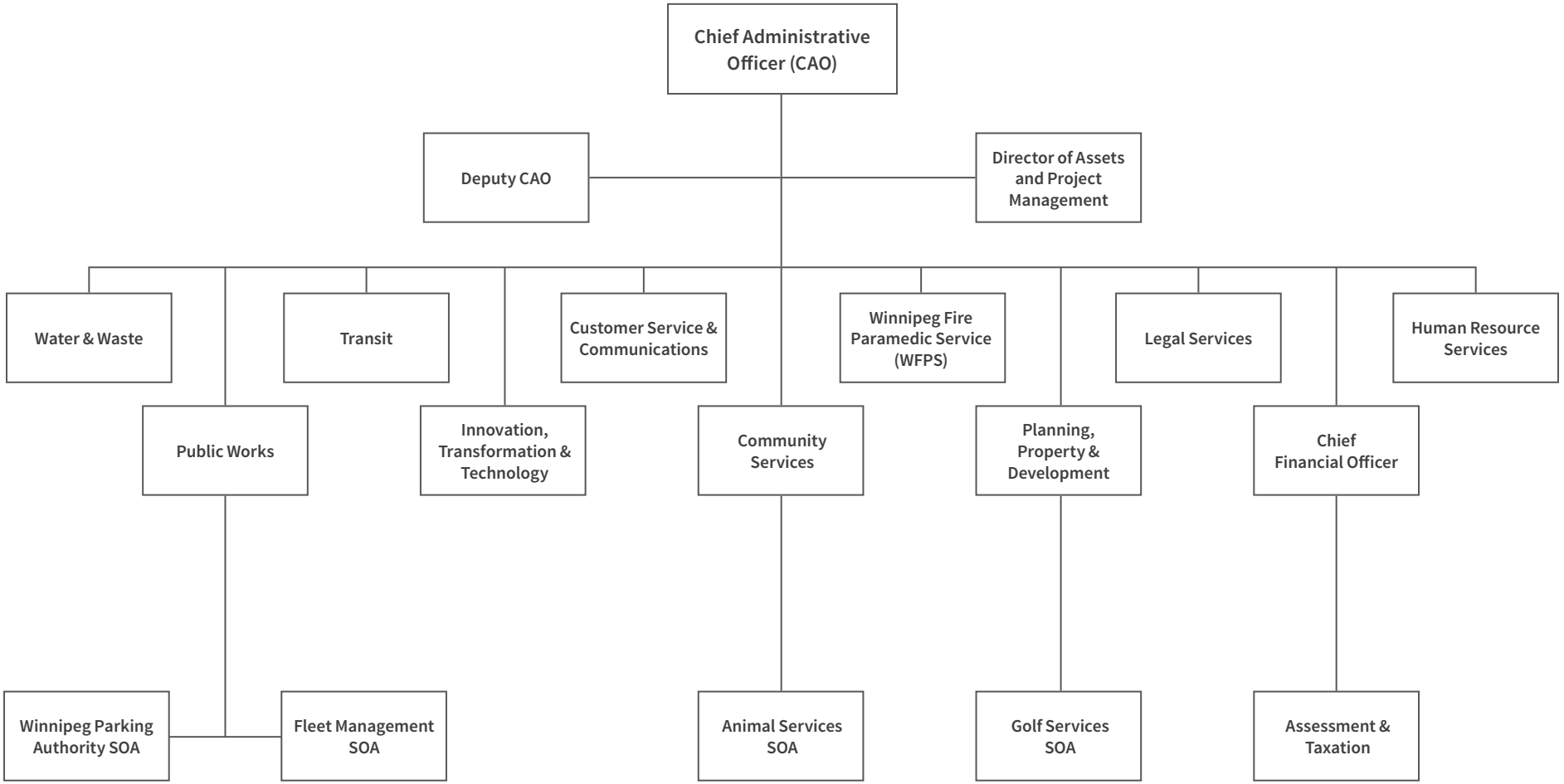
- Asset Management
- Acquisition of Buildings
- Building Inspections
- Civic Buildings
- Development Control
- Downtown Development
- Facility Maintenance
- Heritage Matters
- Housing Policy
- Land Acquisition
- Land Development
- Planning & Land Use
- Transportation Planning
- Vacant and Derelict Buildings

**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:**

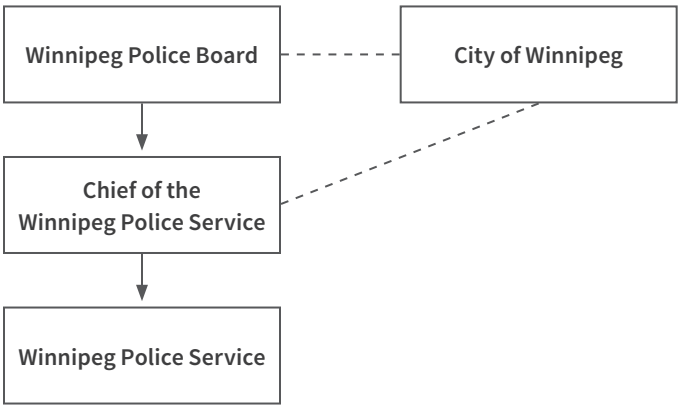
1. Museums is managed by City Clerks.
2. Street Lighting is included in Public Works.
3. Office of Policy and Strategic Initiatives supports the Executive Policy Committee.
4. Mayor's Office and Council are reflected in the organizational chart consistent with By-law 7100/97.
5. Police Service is noted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

# Table of Contents


Letter from the Mayor and Chairperson of the Standing Policy Committee on Finance ..... 1
Budget Recommendations ..... 8

**Overview** ..... **Section One**
Reader's Guide ..... 1-1
Budget at a Glance ..... 1-3
Basis of Budgeting ..... 1-8
Budget Presentation ..... 1-11

**Service Based Budget** ..... **Section Two**
Financial Summary ..... 2-1
Infrastructure Renewal and Public Works ..... 2-5
Water and Waste, Riverbank Management and the Environment ..... 2-21
Property and Development, Heritage and Downtown Development ..... 2-39
Protection, Community Services and Parks / Winnipeg Police Board ..... 2-59
Innovation and Economic Development ..... 2-97
Executive Policy ..... 2-113

**Appendices** ..... **Section Three**
Appendix 1 – Operating Budget Summary
Tax Supported ..... 3-1
Utility Operations ..... 3-11
Special Operating Agencies ..... 3-19
Appendix 2 – Listings of Grants/Payments ..... 3-23
Appendix 3 – Reserves Budget Summary ..... 3-25
Appendix 4A – Tax Supported Transfers from Other Funds ..... 3-27
Appendix 4B – Tax Supported Transfers to Other Funds ..... 3-28
Appendix 5A – Capital Closing Surplus ..... 3-29
Appendix 5B – Manitoba Winnipeg Infrastructure Agreement (MWIA) Schedule ..... 3-33
Appendix 6 – Capital Budget Summary ..... 3-35
Appendix 7 – Consolidated Budget ..... 3-59

Return to Table of Contents

# 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

Return to Table of Contents

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

Return to Table of Contents

# 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

Return to Table of Contents

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) |

Return to Table of Contents

# 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

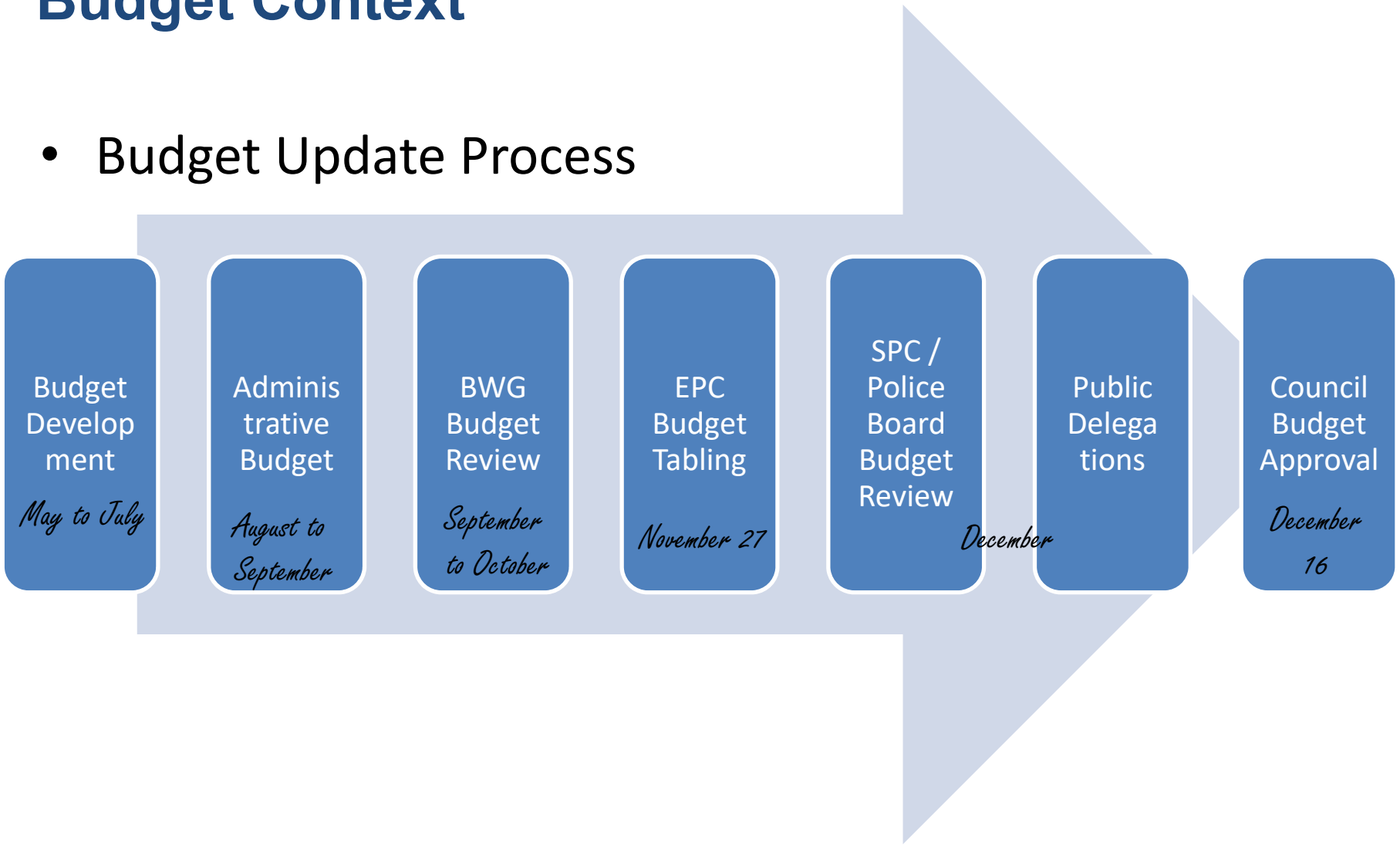
# Budget Context

- 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

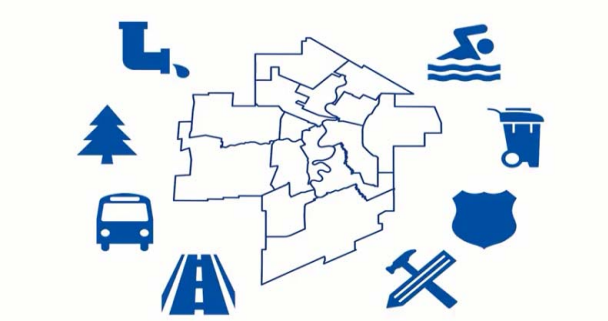
# Budget Context



## 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

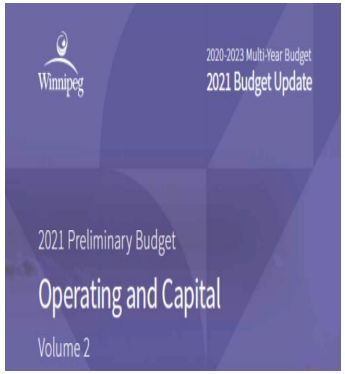
# Budget Context

- 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

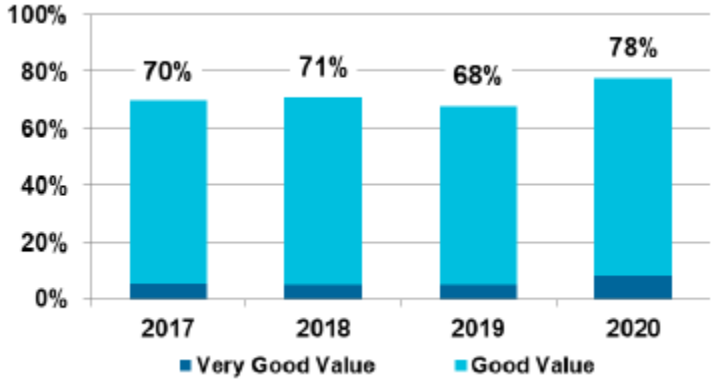
# Budget Engagement

## Citizen Survey Results

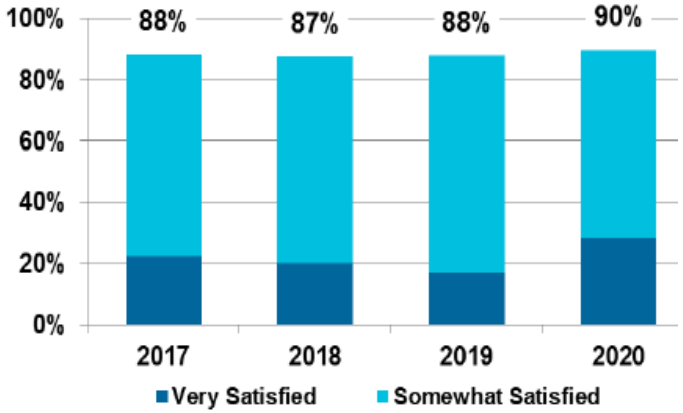
### Quality of Life



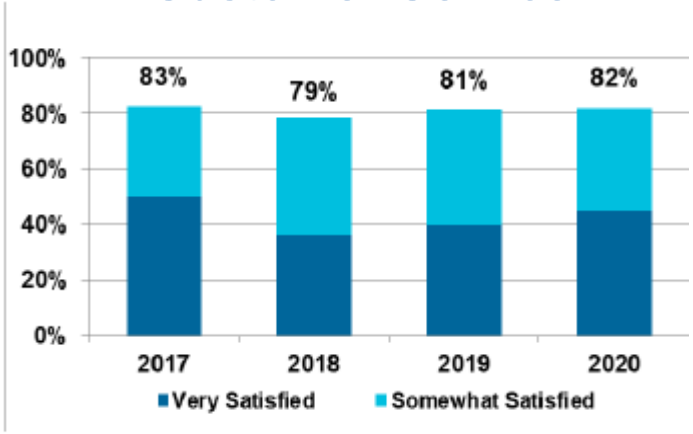

### Value for Tax Dollars




### Service Satisfaction




### Customer Service




Full results available at [winnipeg.ca/budget2021](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**

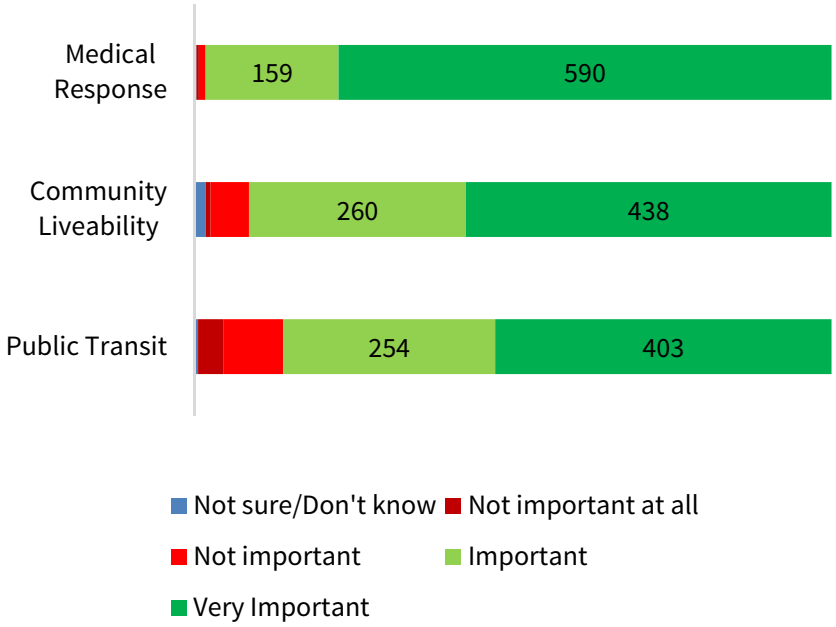
**#7 – Fire protection**

# Budget Engagement

## Online Survey Results

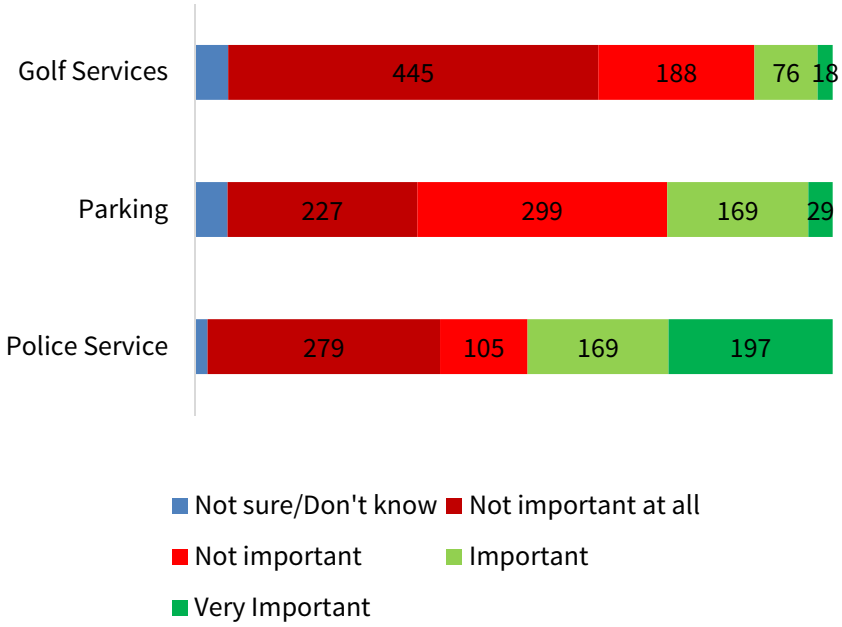
### Three most important services

768 responses, 1 skipped




### Three least important services

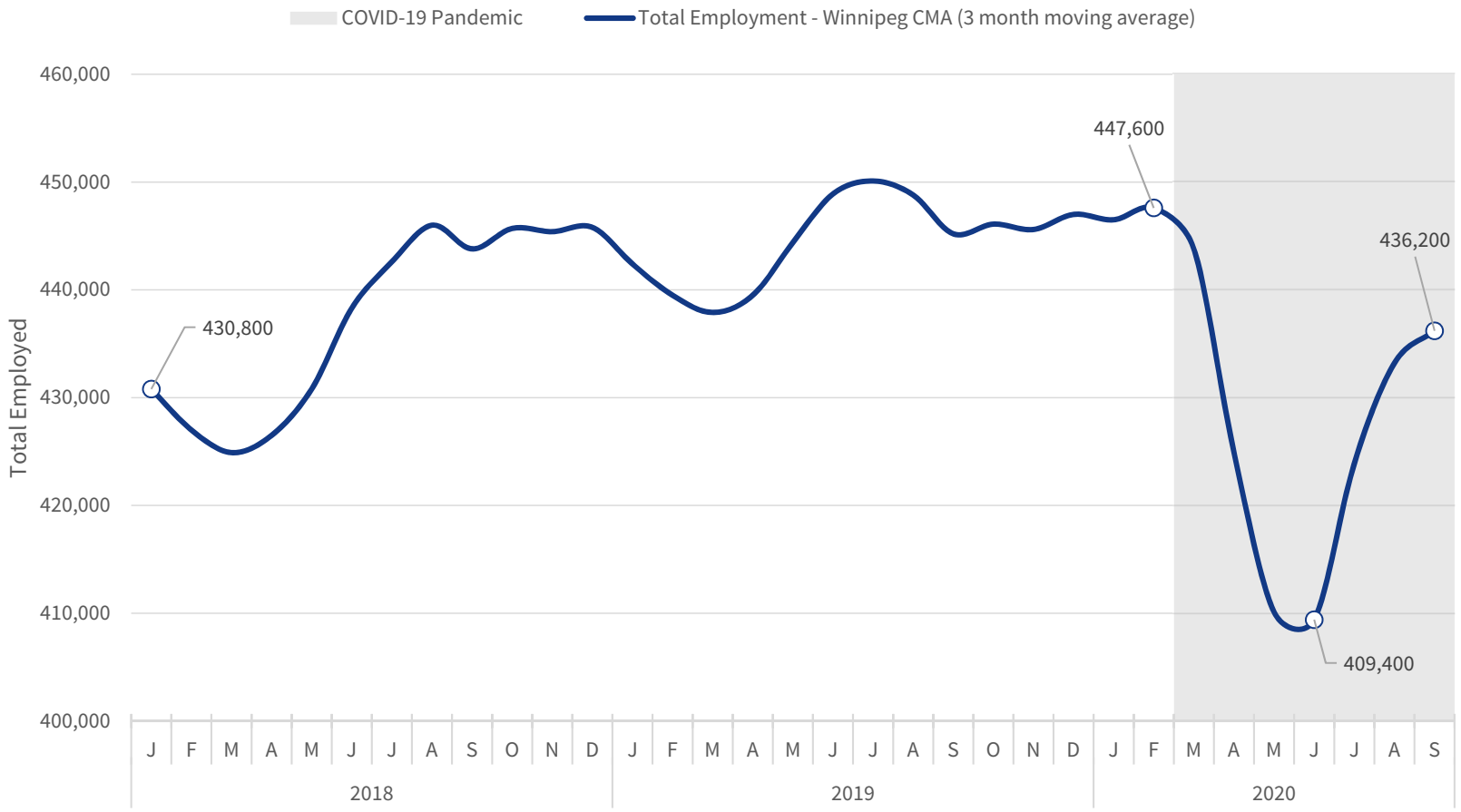
768 responses, 1 skipped



# ECONOMIC AND FINANCIAL IMPACT OF COVID-19

# Winnipeg CMA: Total Employment

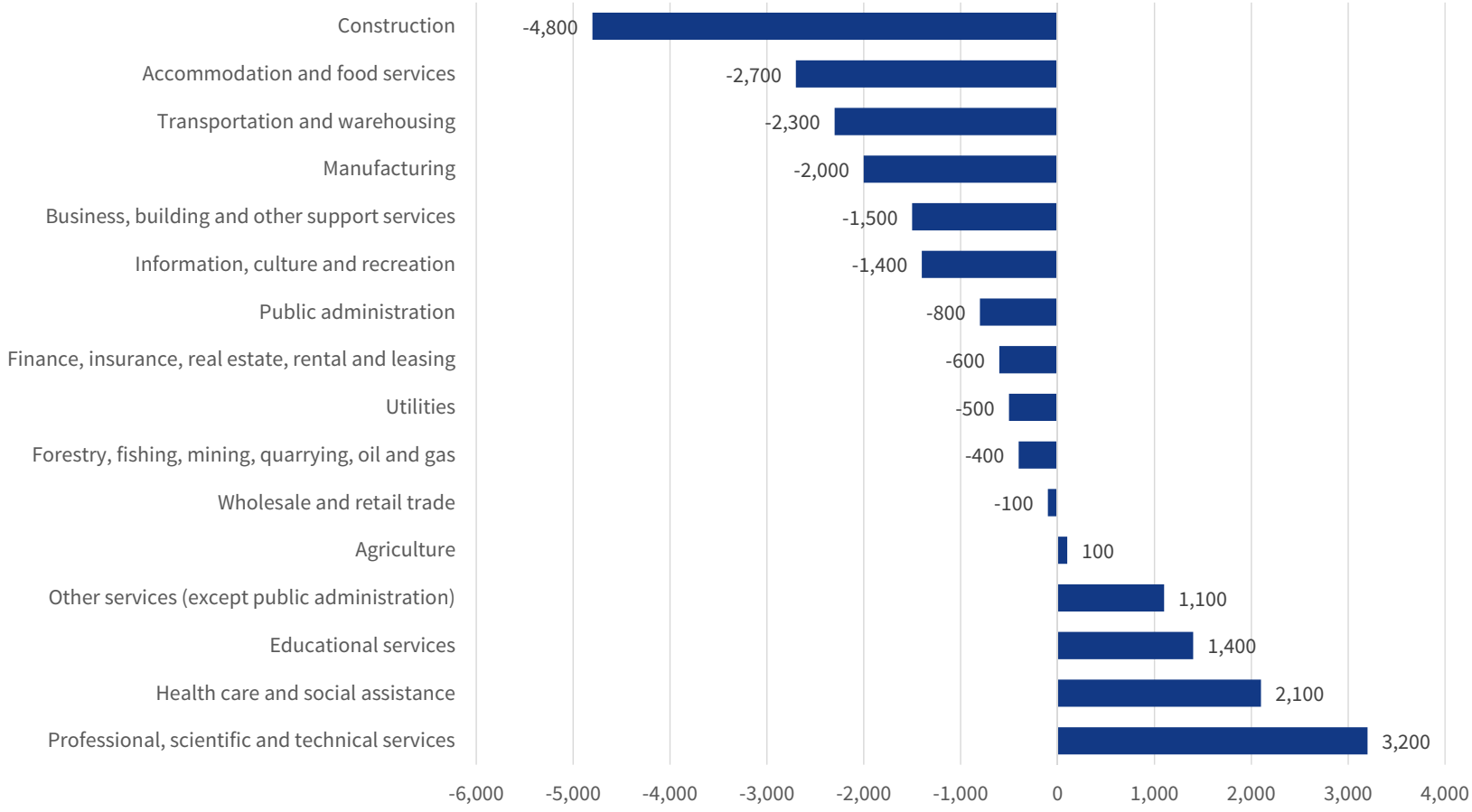
## Three-month Moving Average




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

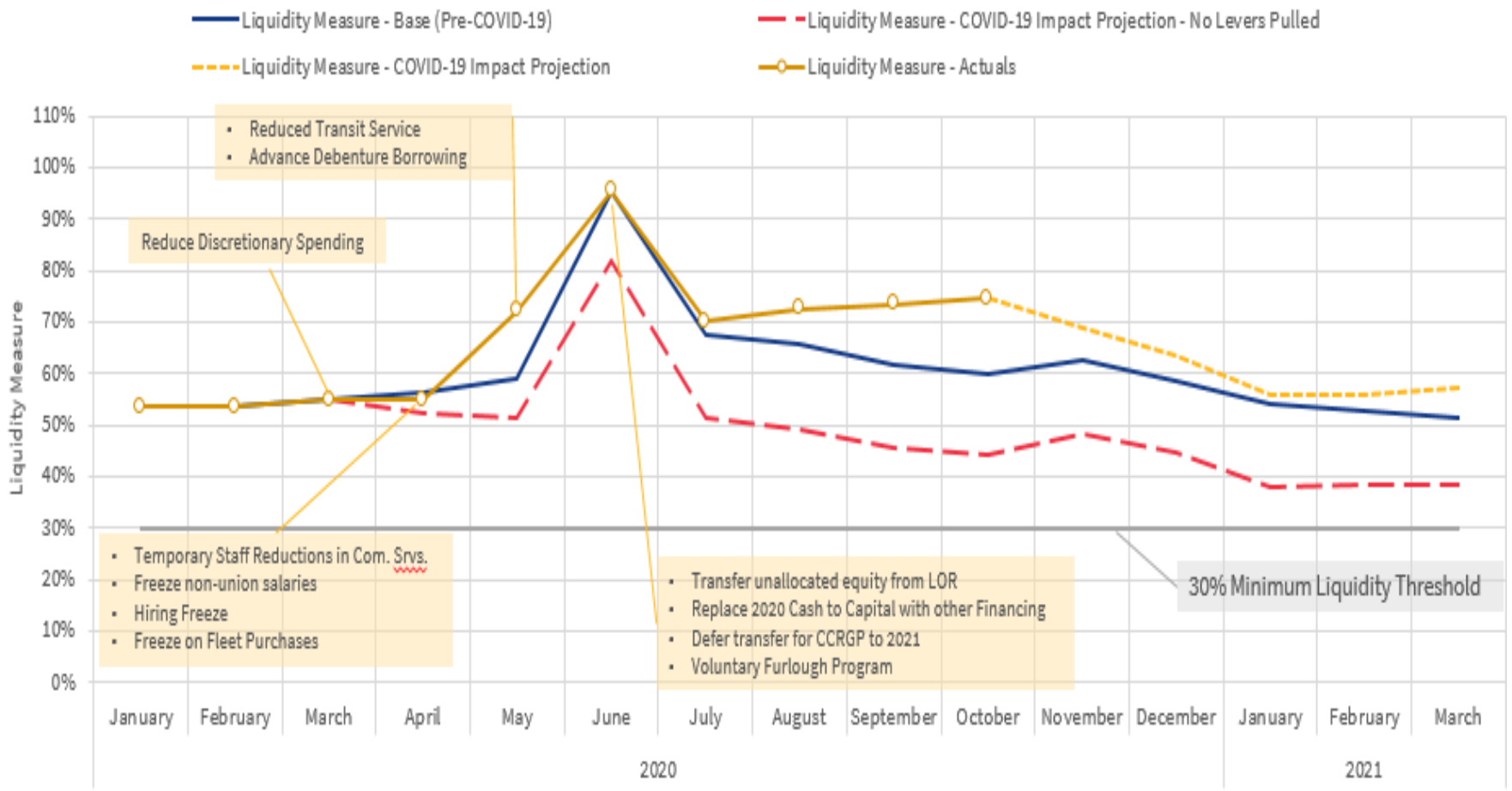
## September 2019 vs. September 2020 (Three-month Moving Average)




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

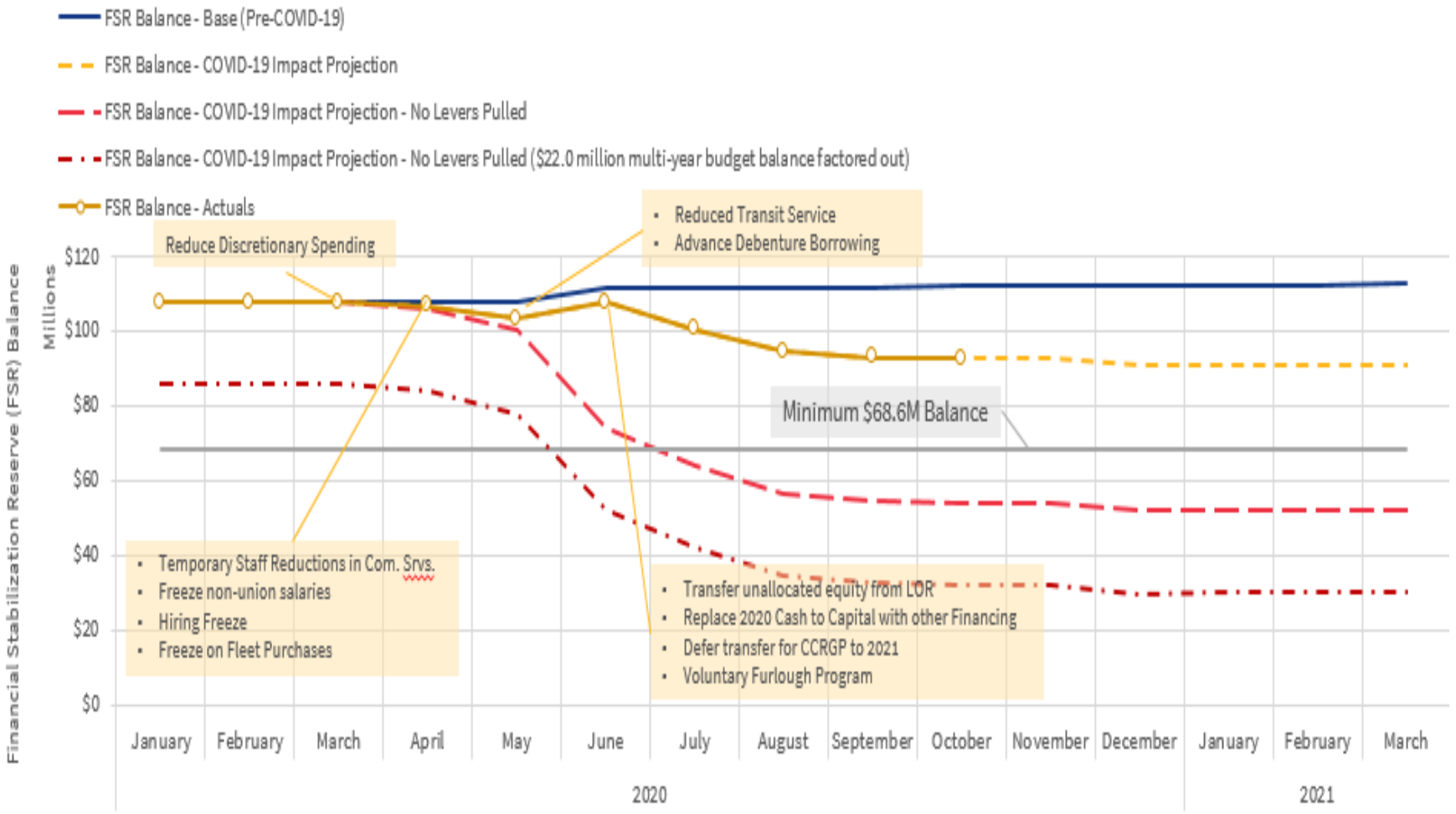
# City of Winnipeg Liquidity Measure

## 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

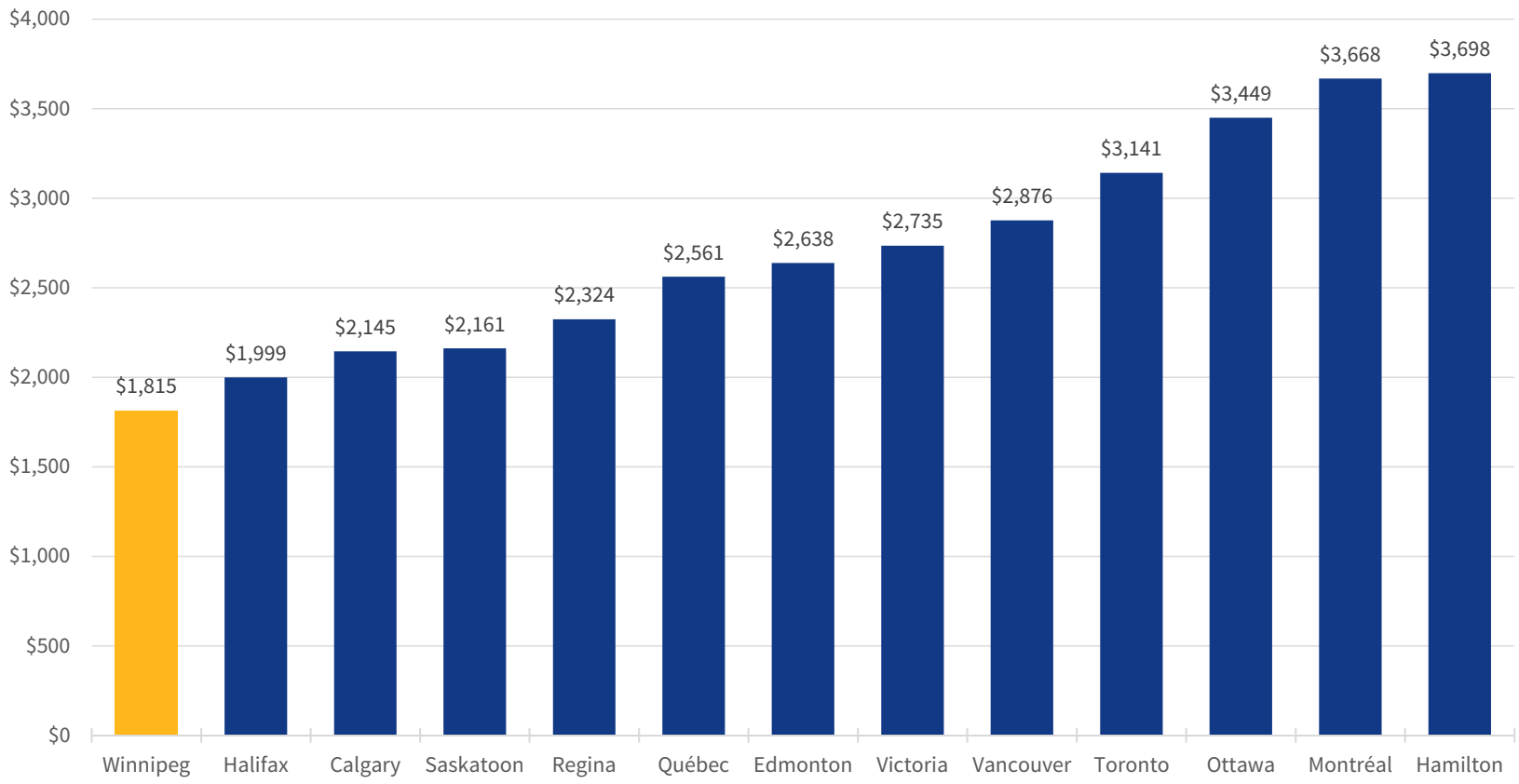
**Water and Sewer sales - $324.4 million**

**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

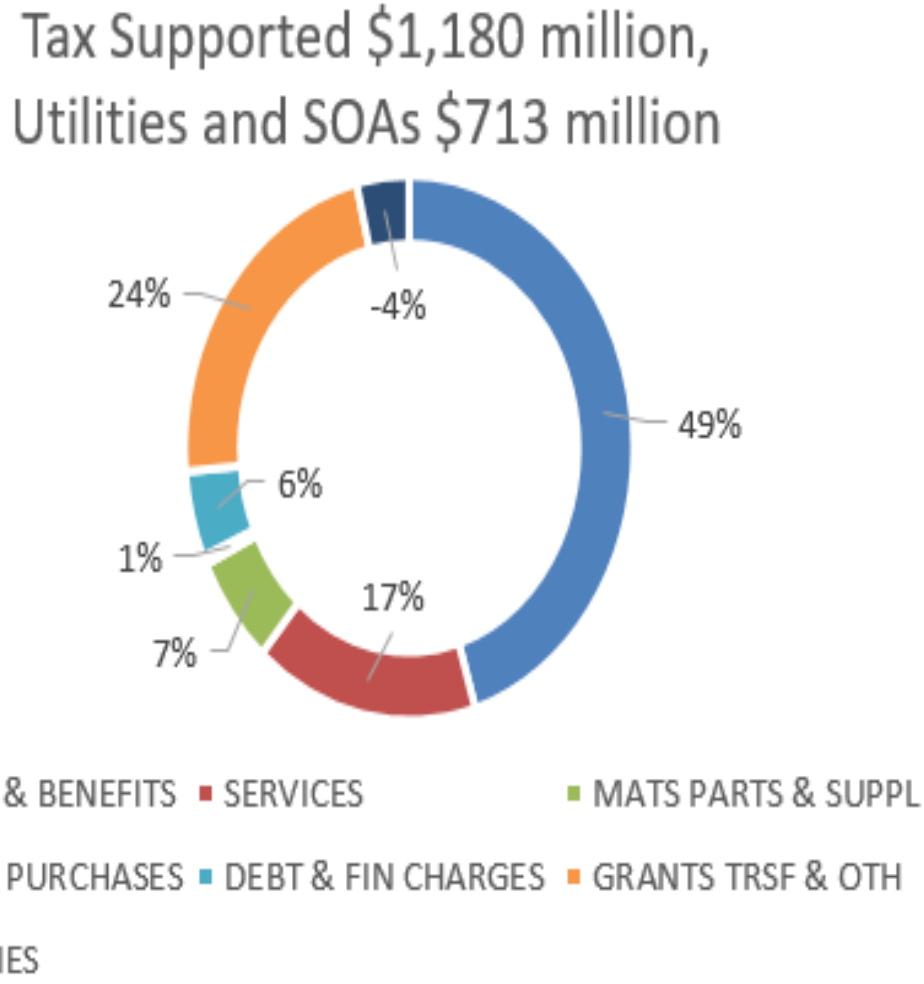
# Average Home Assessed at $313,590 in 2021



| | 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

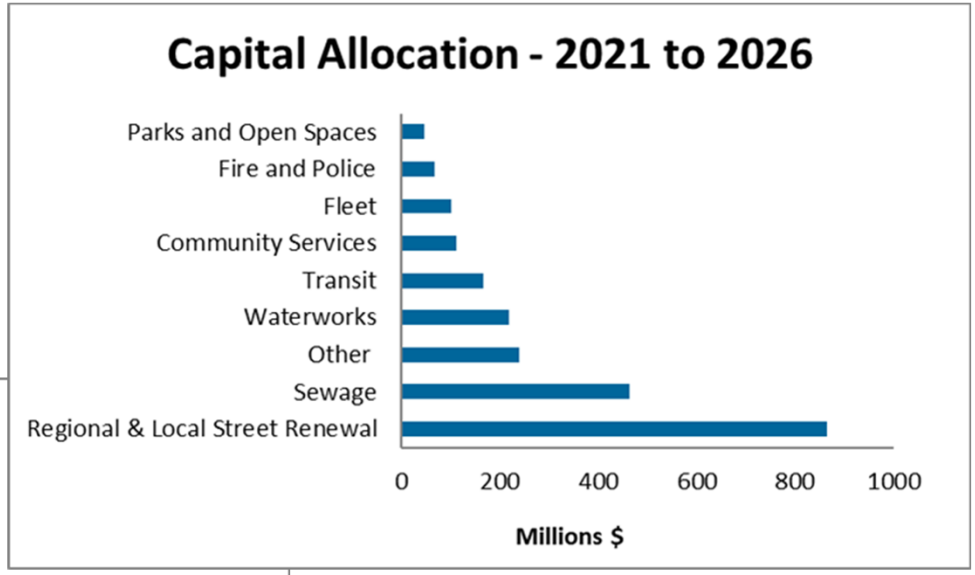
| In Millions of $ | 2020 Adopted Budget | 2021 Budget | 2022 to 2026 Forecast | 6-year Total |
|---|---|---|---|---|
| Tax Supported | $ 205.9 | $224.2 | $ 1,039.2 | $ 1,263.4 |
| Utilities | 147.0 | 143.8 | 769.1 | 912.9 |
| Special Operating Agencies | 16.6 | 18.4 | 84.0 | 102.4 |
| **TOTAL** | **$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

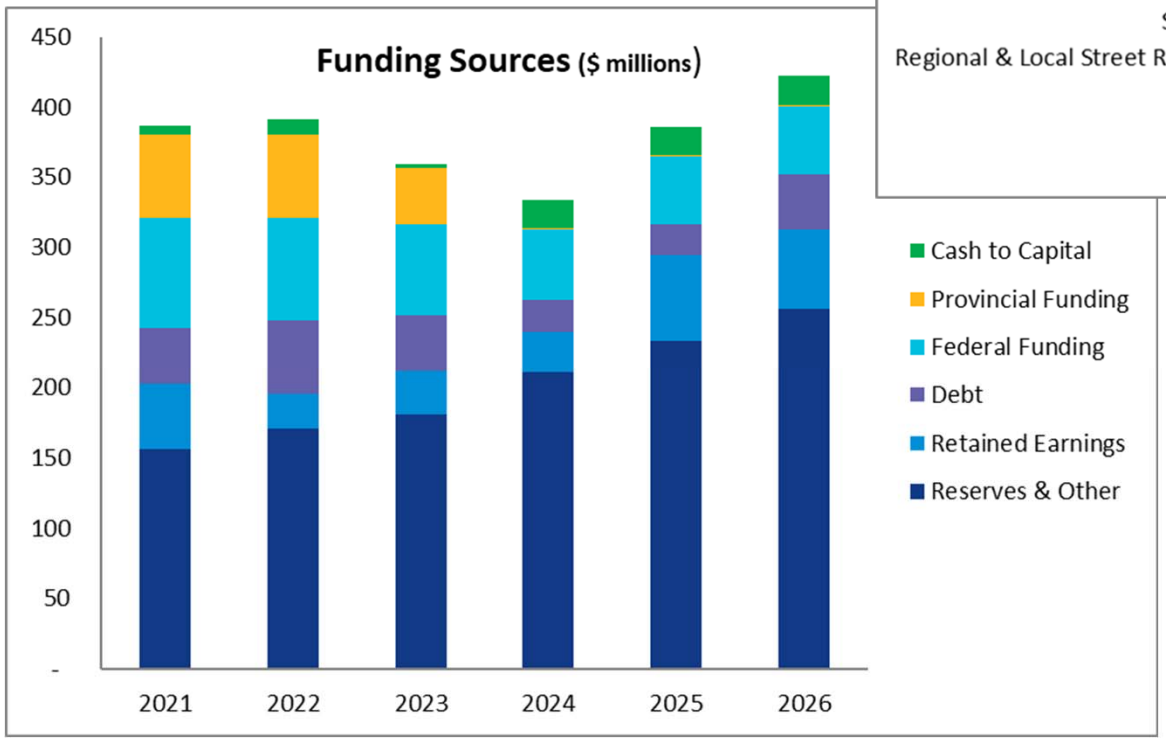
| Key Projects in 2021 Budget | |
|---|---|
| Recreation and Library Facility Investment | Regional and Local Streets |
| Transit Buses | Southwest Interceptor |
| Assiniboine Park Conservancy | Urban Forest Enhancement Program |
| Combined Sewer Overflows | Water Meter Renewal Program |

# 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

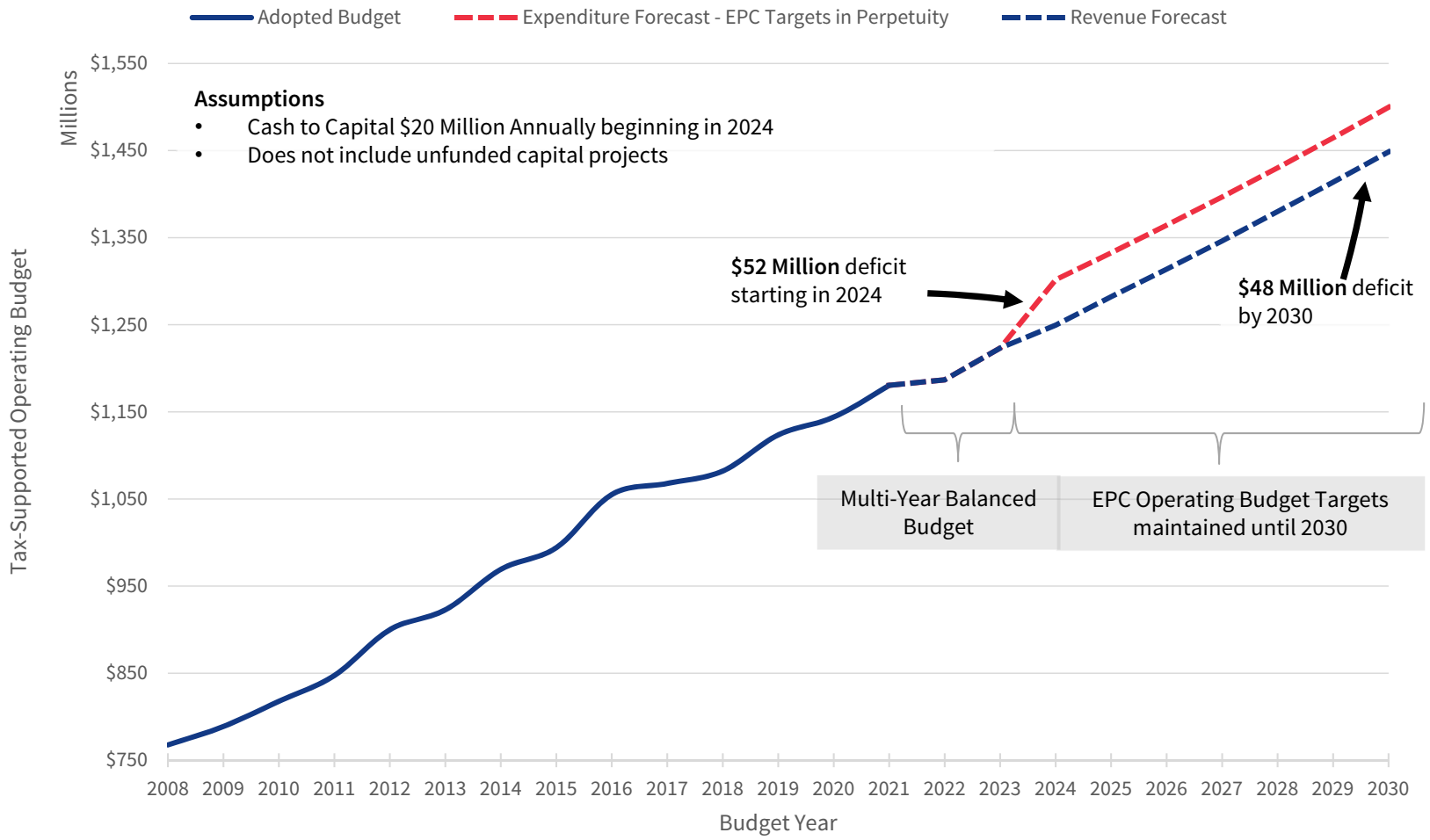
- Focused on maintaining the balanced operating budget (2021 to 2023) and 6-year capital program

- 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

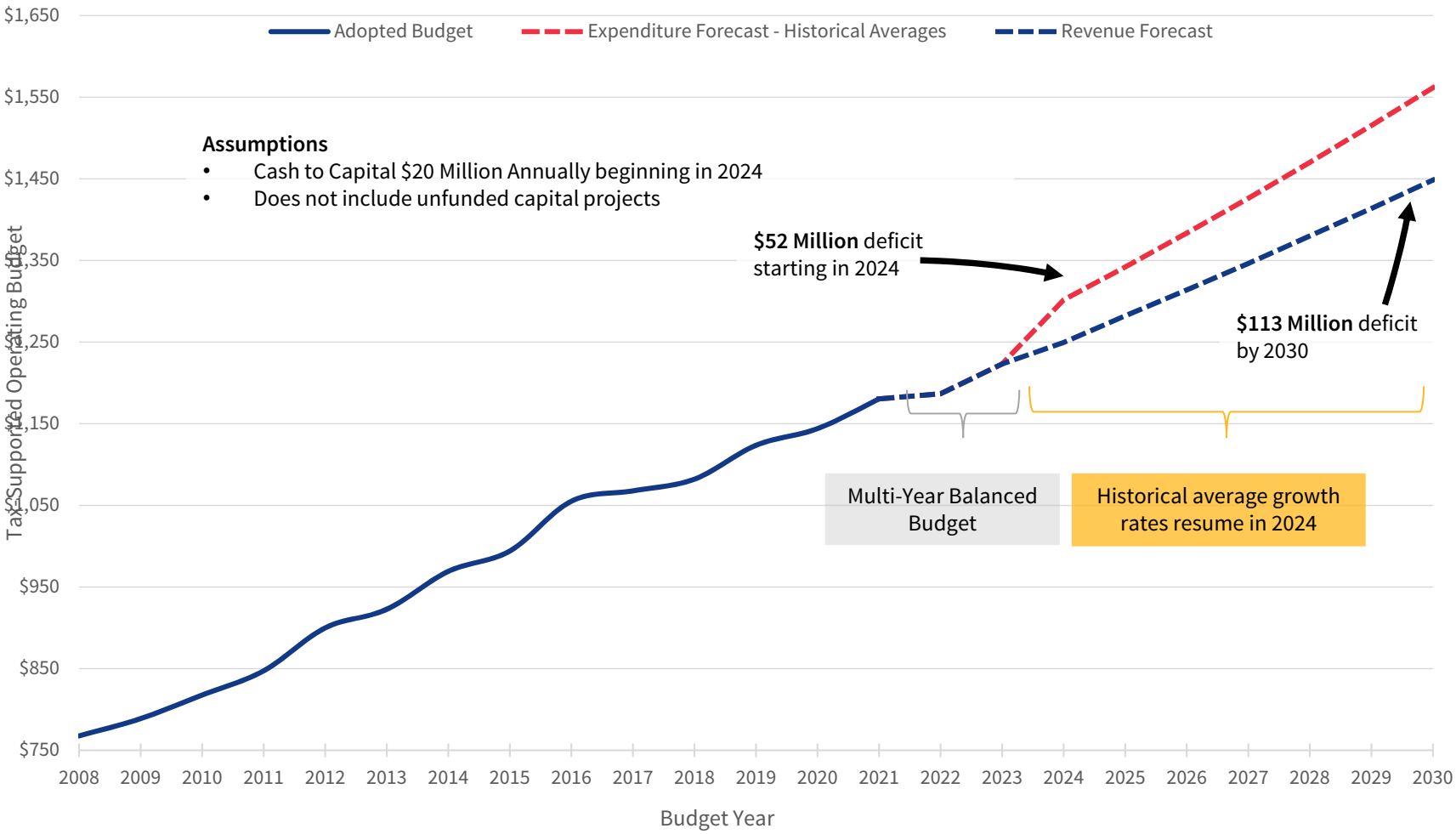
## Tax-Supported Operating Budget Forecast – If EPC Targets maintained until 2030




Source: City of Winnipeg Economic Research

# Budget Outlook

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

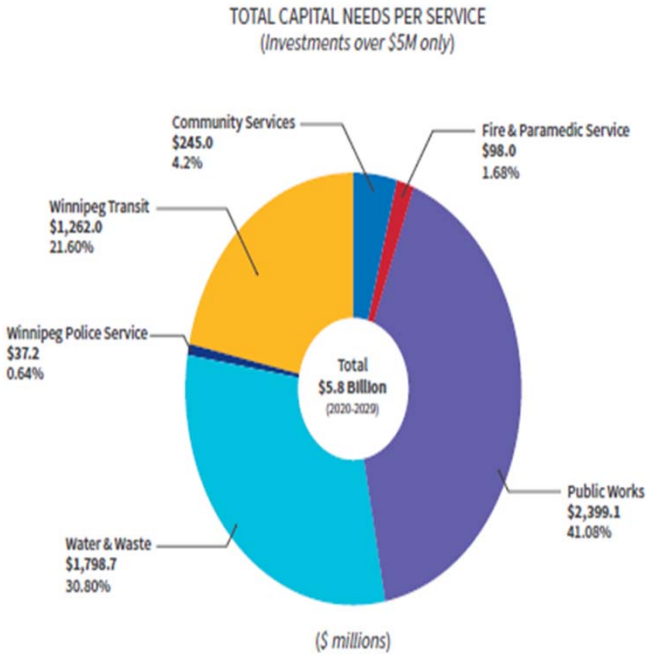



Source: City of Winnipeg Economic Research

# 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

Return to Table of Contents

# 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.

(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 | 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

Return to Table of Contents

# 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<br>$17,333,000 | 8 locations<br>$23,555,000 | 5 locations<br>$24,586,000 |
| Significant Bridge Maintenance Repair Works | 26 locations<br>$1,435,000 | 22 locations<br>$506,000 | 25 locations<br>$484,182 |
| Slope Stabilization Works | 1 location<br>$3,500,000 | 1 location<br>$3,000,000 | 1 location<br>$300,000 |
| Bridge Deck Sealing Program | 0 | 2 locations<br>$302,000 | 3 locations<br>$1,274,000 |
| Overhead Sign Structure Maintenance | 1 location<br>$27,500 | 0 | 4 locations<br>$329,000 |
| Pumping Station Maintenance | 1 location<br>$446,000 | 1 location<br>$350,000 | 1 location<br>$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<br>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<br>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<br>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<br>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<br>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<br>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

Return to Table of Contents

# 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<br>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<br>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<br>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<br>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<br>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<br>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 |

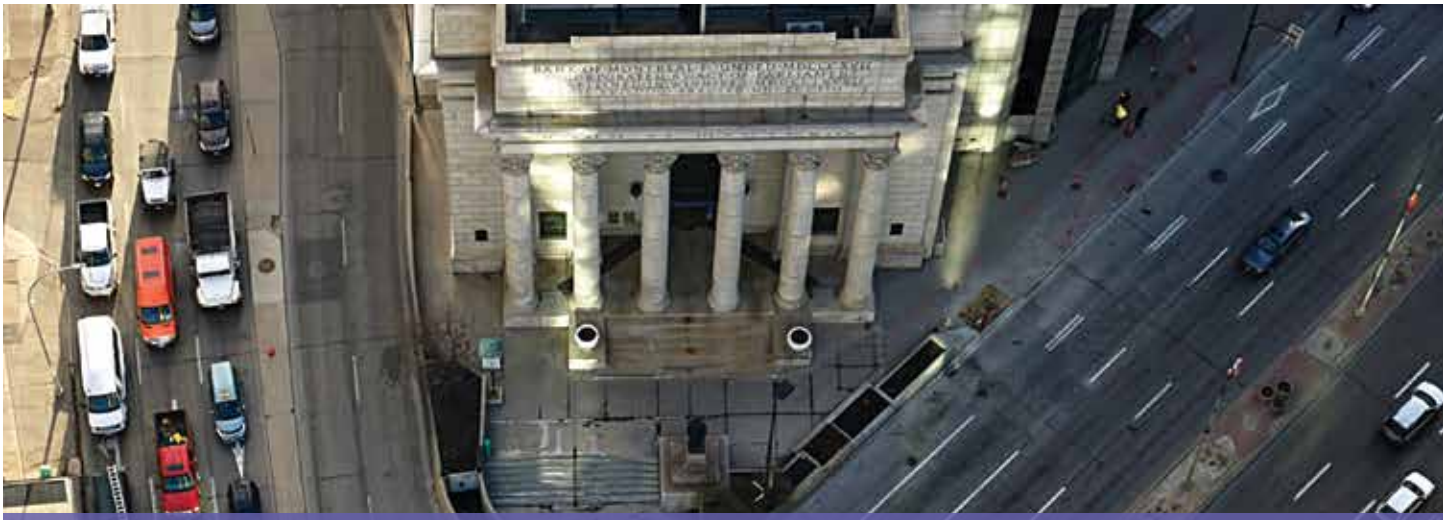
# Recycling and Waste Diversion

| Service Detail<br>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<br>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

Return to Table of Contents

# 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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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

Return to Table of Contents

# 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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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

Return to Table of Contents

# 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<br>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<br>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<br>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

Return to Table of Contents

# 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<br>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<br>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<br>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<br>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

Return to Table of Contents

# 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**<br>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**<br>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** |

Return to Table of Contents

# 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.

Return to Table of Contents

# 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** |

Return to Table of Contents



# 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.

Return to Table of Contents

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

Return to Table of Contents



# 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** |

Return to Table of Contents



## 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** |

Return to Table of Contents



## 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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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<br>*SERVICE BASED VIEW*<br>*(in Thousands of $)* | PRELIMINARY CAPITAL<br>BUDGET<br>2021 | FORECAST<br>2022 | 2023 | 2024 | 2025 | 2026 | 6 YEAR<br>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 |

Return to Table of Contents



# 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)** |