Winnipeg

2020-2023 Multi-Year Budget

2022 Budget Update

2022 Preliminary Budget

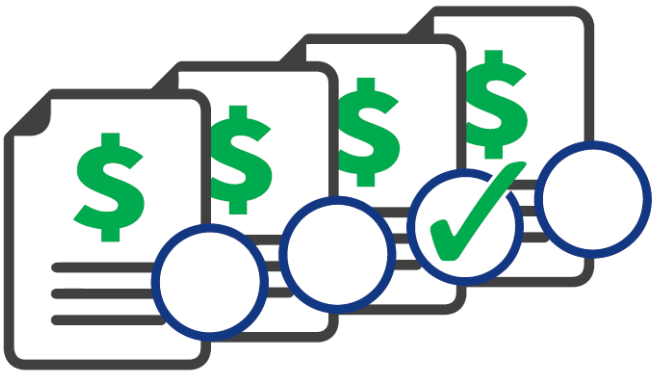
Operating and Capital

Volume 2



Photo: Tyler Walsh, courtesy Tourism Winnipeg

2022 Balanced Budget Update



Winnipeg, Manitoba, Canada

Telephone Number: 311

Toll Free: 1-877-311-4WPG (4974)

www.winnipeg.ca

Winnipeg is located in Treaty One Territory, the home and traditional lands of the Annishinabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis. Our clean drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.

The City of Winnipeg recognizes the importance of First Nations, Inuit, and Métis Peoples connected to Winnipeg's history, and the vibrant, diverse people who make up Indigenous communities today.

The City of Winnipeg acknowledges the harms and mistakes of the past, and is dedicated to upholding Indigenous rights, and to moving forward in partnership with Indigenous communities in a spirit of truth, reconciliation and collaboration.



Photo Credit: City of Winnipeg

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Winnipeg, Manitoba, for its Annual Budget for the triennium beginning January 1, 2021.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

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.



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LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE ON PRELIMINARY 2022 BALANCED BUDGET UPDATE

Introduction

We are pleased to table the Preliminary 2022 Balanced Budget Update to the 2020-2023 multi-year balanced budget.

In March 2020, Council adopted a historic four-year balanced budget for 2020-2023. Immediately afterwards, we were faced with the onset of the COVID-19 global pandemic.

In response to the pandemic, Council promptly adopted a COVID-19 Crisis Cash Flow Management Plan with the multi-year balanced budget as its foundation. We continue to rely on the strength of this plan as we address the ongoing financial consequences of the pandemic.

Over the last two years, many of our city facilities, local businesses, and schools closed multiple times as required by Province of Manitoba's public health orders. The social, economic, and financial impact of these closures have been, and continue to be, significant. However, with the overwhelming majority of eligible Winnipeg residents now fully vaccinated, we are optimistic that we will better weather the storm of the pandemic going forward and begin to slowly and cautiously embark on a multi-year recovery.

Building on the unprecedented level of public engagement from the balanced budget process over the last two years, the Preliminary 2022 Balanced Budget Update reflects ongoing feedback we heard throughout this past year and through the annual citizen satisfaction survey. Most recently, telephone and online surveys were completed to obtain feedback from our residents on their balanced budget priorities.

As well, the Preliminary 2022 Balanced Budget Update reflects feedback received by the Chair of Finance from every member of Council. Today's tabling of the Preliminary 2022 Balanced Budget Update continues the open and transparent balanced budget review process.

The Preliminary 2022 Balanced Budget Update presents a balanced operating budget for 2022. It also forecasts a balanced operating budget for 2023. It achieves balance over two years while staying true to Council's multi-year balanced budget, with frozen 2016 operating grant funding from the Province of Manitoba, and capping property tax increases at 2.33 percent.

Overall, we believe the Preliminary 2022 Balanced Budget Update represents a prudent and disciplined financial blueprint that protects vital City services, invests in key infrastructure priorities, and supports the City's COVID-19 Economic Response and Recovery Plan.

Tax Supported Operating Budget and the Financial Stabilization Reserve

Prior to addressing any additional costs related to the COVID-19 global pandemic, we were facing a shortfall of $13.3 million in the tax supported budgets for 2022 and 2023. This non-COVID-19 shortfall was due to the most recent Police Pension Plan valuation, which required additional employer contributions of $12.5 million over the next two years (which are unrelated to a previous arbitrators' decision on police pension plan reform), as well as $3.4 million related to the new federal holiday, National Day for Truth and Reconciliation. These costs are partially offset by projected savings in other areas of the operating budget.

To put the non-COVID-19 shortfall of $13.3 million into perspective, had the pandemic not occurred, the shortfall of $13.3 million that would need to be addressed in this year's Balanced Budget Update would have been less than one percent of the total tax supported operating budgets for the next two years. This reflects the strength and resiliency of the multi-year balanced budget.

In 2022, the City will continue to face a COVID-19 related budget shortfall of approximately $36.1 million which includes:

- $26.4 million within Winnipeg Transit which is primarily due to projected ridership in 2022 being 60-75 percent of 2019 pre-pandemic levels;
- $5.4 million less parking revenue in 2022;
- $2.7 million due to lower anticipated fee revenues at pools and recreation centres, together with additional costs for cleaning these facilities;
- $1.6 million related to reduced entertainment tax revenue; and
- other COVID-19 related costs.

The projected COVID-19 related shortfall assumes no further pandemic related lockdowns in 2022 and a gradual reduction of the current Provincial public health orders over the course of 2022. It also assumes no COVID-19 related costs beyond 2022.

To help offset the shortfall of $26.4 million within Winnipeg Transit, we will maintain the same six percent reduction in transit service in 2022 that was adopted by Council in 2021. We are also proposing a one-time drawdown on Winnipeg Transit's retained earnings. These two measures will reduce the shortfall within Winnipeg Transit by approximately $5.9 million, resulting in a net shortfall of $20.5 million in 2022. This shortfall will need to be covered by Winnipeg taxpayers, barring a decision by the provincial government to reinstate the 50/50 transit operating agreement and/or receiving additional transit operating support from the federal and provincial governments.

The total 2022 and 2023 shortfall in the tax supported operating budget is $43.5 million. This includes the two-year non-COVID-19 shortfall of $13.3 million and a COVID-19 related shortfall (net of savings within Winnipeg Transit) of $30.2 million.

Addressing the balanced budget shortfall in the context of the pandemic requires discipline and innovation to limit expenditures and manage revenues.

In 2022, we are proposing to invest a record $164.7 million into local and regional road renewal, which includes an additional $2.2 million contribution over the forecasted plan for our regional roads program dedicated entirely to Active Transportation projects that are funded from existing service sharing agreements with neighbouring municipalities. How we finance this investment will temporarily change however from previous years. In 2022, $12.6 million from the proposed two percent increase in property tax will be used to protect front line services rather than financing regional and local road renewals. The $12.6 million for regional and local road renewals will instead be funded by Winnipeg's share of the additional Canada Community-Building Fund (formerly called the Federal Gas Tax fund) which can only be used for capital investments. This will allow us to maintain a record $164.7 million investment in road renewals in 2022 while also protecting vital services during the pandemic.

The remaining 0.33 percent of the 2.33 percent property tax increase proposed in 2022 will continue to be invested in the Southwest Rapid Transitway. In 2023, as the multi-year recovery from the pandemic continues, the 2.33 percent property tax increase would once again be invested in its entirety into road renewal and the Southwest Rapid Transitway, if adopted by Council.

The Preliminary 2022 Balanced Budget Update contains several measures to eliminate the operating balanced budget shortfall and bring the tax supported operating budget into balance over the next two years. A detailed accounting of all the measures proposed to balance the operating budget can be found in Volume 2 of *The Preliminary 2022 Balanced Budget Update*. Some of the most significant measures proposed to balance include:

- $12.6 million from allocating the two percent property tax increase to the operating budget in 2022;
- $10 million from a one-time draw from the Financial Stabilization Reserve in 2022;
- $6.1 million in additional expenditure management savings within the Winnipeg Police Service operating budget over the next two years (equal to approximately 50 percent of the cost of the additional police pension expenditure); and
- $5.4 million of savings to be achieved by replacing cash to capital with internal debt financing.

The Preliminary 2022 Balanced Budget Update also contains important new temporary investments to support our most vulnerable residents during the multi-year recovery phase of the pandemic. These include:

- $1.1 million to support mobile outreach services and address homeless encampments;
- $580,000 to support the operation of public washrooms in the downtown area; and
- $500,000 for staffing support to deliver the Rapid Housing Initiative funds that the City has received from the federal government.

The Preliminary 2022 Balanced Budget Update also includes an additional investment of $4 million for the maintenance and preservation of our tree canopy, bringing the total investment within the operating budget to $31 million over the next two years.

There are no new fees or charges contained in the Preliminary 2022 Balanced Budget Update.

Overall, the tax supported operating budget will continue to increase annually by an average of 1.3 percent from 2020 to 2023 which is in line with the multi-year balanced budget. This increase is among the lowest annual increases in tax-supported expenditures in the last decade.

The Financial Stabilization Reserve (FSR) will continue to provide stability while the City faces financial uncertainty associated with the COVID-19 global pandemic. The proposed draw of $10 million from the FSR will allow the City to continue to protect vital city services in 2022 while leaving a projected balance of approximately $83.8 million in this reserve at the end of 2022. This amount is the Council mandated level of six percent of tax-supported operating expenses.

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 to governments to support businesses and jobs for local residents in times of economic uncertainty, and are foundational to the City's COVID-19 Economic Response and Recovery plan.

This is why the Preliminary 2022 Balanced Budget Update proposes a six-year capital investment plan of approximately $2.9 billion to renew existing city assets and build new assets that will be required as our city grows toward one million people. The current six-year capital investment plan this year is approximately $627 million higher than the last year's six-year plan. This is primarily due to including the Council approved application for new investments in Winnipeg Transit under the Investing in Canada Infrastructure plan (ICIP) in this year's six-year capital investment plan.

We estimate that the proposed six-year $2.9 billion capital investment plan will boost GDP by over $1.3 billion in Manitoba and $375 million across Canada, create over 10,800-person years of employment in Manitoba and generate incremental tax revenue to the provincial government of $147.5 million and $194.2 million to the federal government.

A significant part of the six-year capital plan is investing in road renewal. In 2022, we will invest $164.7 million in regional and local road renewals, another record annual level of investment. Over the next six years the projected level of investment in roads is $872.9 million, which surpasses last year's six-year total of $864 million. This investment will allow for approximately 1,035 lane kms of roads to be reconstructed or renewed which is a little more than the distance from Winnipeg to Churchill.

Other significant investments in the six-year capital investment plan include:

- $510.2 million of tri-level government investments that support the Winnipeg Transit Master Plan, which is proposed to be funded under the ICIP program;
- $240 million to accelerate the City's investment in the Combined Sewer Overflow mitigation program, a $60 million increase from the six-year forecast last year;
- $95.4 million for the Southwest sewer interceptor, an increase of $35.4 million from the six-year forecast last year;
- $27.3 million investments in fire stations in St. Boniface and Windsor Park, Waverley West, Silver Heights and a modular mobile station;

- $28.6 million investment in the protection and enhancement of our tree canopy; and
- $24.3 million for active transportation projects across Winnipeg.

The capital investment plan includes a specific focus in 2022 on outdoor recreation and open spaces with $23.8 million of investments including:

- $8.9 million (a 54% increase over 2021) for active transportation;
- $11.8 million for parks and open spaces; and
- $3.1 million for spray pad amenities.

The six-year capital investment program will be primarily financed through federal grants of $569.9 million including the additional top-up of the Canada Community-Building Fund $43.9 million, provincial capital grants of $251.6 million, cash to capital of $86.5 million, revenue from frontage levies of $60 million, and external debt of approximately $291.4 million. The external debt of approximately $291.4 million for the new capital investment over the next six years is an increase of $74.2 million from the six-year forecast last year of $217.2 million last year, but still within the City's self-imposed debt limits.

Multi-year Economic Response and Recovery from the COVID-19 Pandemic

The Preliminary 2022 Balanced Budget Update contains significant investments to support the City's COVID-19 Economic Response and Recovery Plan.

One of the primary ways the City can support economic recovery from the global pandemic is to provide certainty to residents and businesses on property and business tax levels. The Preliminary 2022 Balanced Budget update does this by capping property tax increases at 2.33 percent for each of the next two years which will help to ensure that Winnipeg will continue to have among the lowest property taxes in Canada.

The Preliminary 2022 Balanced Budget Update also addresses a key recommendation in the COVID-19 Economic Response and Recovery Plan by continuing to increase the Small Business Tax Threshold, increasing it to $44,220 in 2022. This will ensure approximately 55 percent of all Winnipeg businesses will continue to be exempt from paying the Business Tax.
Unlike 2021, when an increase to the Small Business Tax threshold was possible while keeping revenue from this tax constant, increasing the threshold as proposed in 2022 will result in reduced revenue to the City of $1.8 million over the next two years, which will be fully offset with savings in other areas of the balanced operating budget.

The Preliminary 2022 Balanced Budget Update also proposes significant enhancements to the permitting system which will help to support new development and drive economic growth. In 2022, we will convert 16 temporary full-time equivalent staff to 16 permanent full-time equivalent staff in the City's Permits Division. This will allow us to provide staffing continuity and proactively address ongoing backlogs in permit processing and inspections, ensuring effective consistent treatment of permit applications.

The Preliminary 2022 Balanced Budget Update includes a full one-third cost share of approximately $20 million towards the estimated total cost of approximately $60 million, net of land purchase, to provide water and sewer services for Phase 1 A of the Airport Area West Lands located within CentrePort. The City's funding support for this initiative will be conditional on securing matching financial support from both the Federal and Provincial governments for this project. This investment addresses key policies in *Complete Communities 2.0* by bringing more serviced employment lands to the market. It also addresses a key recommendation of the COVID-19 Economic Response and Recovery Plan.
The Preliminary 2022 Balanced Budget Update includes a proposed investment of $20 million from the additional Canada Community-Building Funding which includes $10 million for projects that will support the economic recovery of the downtown as well as $10 million for projects in other areas of the City. Specific projects that will be funded from these amounts will be determined by Council in the spring of 2022.

Finally, the Preliminary 2022 Balanced Budget Update proposes an investment of $3 million in the water and sewer utility to begin the investigation of existing underground water and sewer capacity starting with the most critical areas of the city. This will be the first step toward preparing a comprehensive strategic infrastructure plan for the City as a whole, to guide development and drive economic growth into the future.

Conclusion

Over the next 15 years, Winnipeg's population is expected to grow at a strong and steady pace toward one million people. Although the pandemic continues to impact our everyday lives, it remains critical that we stay focused on the future by investing in the services and infrastructure that will provide a foundation for a multi-year economic recovery and prepare us for life after the pandemic.

We believe the Preliminary 2022 Balanced Budget Update to the multi-year budget strikes the right balance to manage our way through the ongoing uncertain financial waters of the COVID-19 global pandemic while simultaneously presenting a sustainable fiscal blueprint to support our growing City.

We must remain focused on ensuring we are providing maximum value for taxpayers by continuing to scrutinize all of our expenditures. We must continue to work with our federal and provincial partners to maximize Winnipeg's share of infrastructure funding for necessary investments. And, we must 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 2022 Balanced Budget Update to the 2020-2023 multi-year balanced budgets.

Brian Bowman
MAYOR

Scott Gillingham
CHAIR, Standing Policy Committee on Finance

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Operating Budget Recommendations

1. That the following recommendations with respect to the 2022 Preliminary Operating Budget be approved by Council:

   A. i. That the 2022 Preliminary Operating Budget (page 95), including the budget for reserves (Appendix 3), be reviewed and approved by Council; and

   ii. That the 2023 operating projections set out on page 95 of the Preliminary Budget be reviewed and approved by Council.

   B. That the City's mill rate be increased from 13.161 to 13.468 for 2022, for the purpose of raising revenue as required for the annual operating budget.

   Notes:

   i. This mill rate of 13.468 in 2022 includes a 2.33% property tax increase.

   a. This 2022 increase will be dedicated in 2022 as follows: includes a 2% property tax increase dedicated to the tax-supported operating budget, and a 0.33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project.

   b. This 2022 increase will be dedicated in 2023 and future years as follows: 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.

   ii. Property taxes are projected to increase by 2.33% in 2023, an increase projected to be dedicated to capital programs.

   iii. The 0.33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project is effective for eight years from 2016 to 2023.

   C. i. That the City's business tax rate remain at 4.84% in 2022; 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 $44,220 or less in 2022 ($44,200 in 2021).

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

D. That a transfer of up to $10 million from the Financial Stabilization Reserve Fund to the General Revenue Fund be made in 2022 subject to the balance of the Financial Stabilization Reserve Fund after year-end adjustments in 2021 remaining within the required threshold for the fund, as approved by Council.

E. In order to balance the remaining years of the multi-year operating budget approved by Council on December 16, 2020 (2022 preliminary budget and 2023 projected budget), the following transfers be made between the Financial Stabilization Reserve Fund and the General Revenue Fund as noted below:

Transfer (To) / From Financial Stabilization Reserve				
2022 Preliminary Budget and 2023 Projections				
in millions of $ *	**2021**	**2022**	**2023**	**2022 and 2023 Total**
2021 Adopted Budget transfers as per recommendation 1.D.	20.2	(11.2)	(0.5)	8.5
One-time transfer from FSR as per 2022 budget recommendation 1.D.		10.0		10.0
Transfers to balance the 2022 and 2023 budgets		(5.1)	5.1	-
	20.2	**(6.3)**	**4.6**	**18.5**
				-
*Bracketed amounts are transfers from General Revenue Fund to Financial Stabilization Reserve.				

F. That the Council decision of October 28, 2021 directing the public service to implement a partial in-house service model for Winnipeg Transit Plus be amended to require that the public service report back to the appropriate committee of Council on or before December 31, 2022 with a proposed plan for Winnipeg Transit to deliver 22% to 30% of the Winnipeg Transit Plus program by in-house service providers beginning in 2024, including, but not limited to, full operational costing effective in 2024, incremental full-time equivalent requirements, implementation plan and impact on operations, and future capital program.

G. That the transfers between funds outlined in the 2022 Operating Budget (Appendix 4 Transfers from/to the General Revenue Fund) be completed in 2022.

H. That the 6% reduction in conventional bus service from regular service levels implemented in 2021 in response to the COVID-19 pandemic be

continued for the 2022 budget year and that the operating budget for Transit be adjusted accordingly.

I. That the 2022 grant and grant delegations as reported in the 2022 Budget (Listing of Grants / Payments in the Supplement to the 2022 Budget) and prepared in accordance with the changes set out in the 2022 Budget (Appendix 2 Changes in Grants / Payments) be granted.

J. That, subject to sufficient available funds in the Winnipeg Convention Centre Corporation portion of the Destination Marketing Reserve Fund, funding of $1.0 million be provided to the The Convention Centre Corporation in accordance with the second amending agreement dated December 20, 2019 and entered into by the City and The Convention Centre Corporation pursuant to Council approval on January 31, 2019.

K. 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 $60.00 ($59.00 in 2021); and

ii. For the electronic making out and mailing of a tax certificate requested electronically to $44.00 ($43.00 in 2021).

L. That Council enact amendments to the Advertising Signs Business Tax By-law 6928/96 to increase the following fees to the following amounts:

i. $29.00 per square foot of the face of each digital sign ($28.75 in 2021); and

ii. $3.30 per square foot of the face of each advertising sign that is not a digital sign ($3.25 in 2021).

M. That Council enact amendments to the Municipal By-law Enforcement Act (MBEA) Enabling By-law 59/2016 to increase the following penalties for the contravention “Park/stop in snow clearing zone when Residential Parking Ban applies to the zone” as follows:

i. $200.00 for Administrative Penalty ($150.00 in 2021); and

ii. $150.00 for Early Payment Discount ($75.00 in 2021).

N. That $346,108 in prior years’ tax supported cash to capital surplus, generated due to capital projects being completed for less than the budget amount (identified in Appendix 5A), be used to reduce the transfer to the General Capital Fund in the 2022 tax supported operating budget.

O. That $1,520,000 in prior years' tax supported cash to capital funding due to cancellation of Innovation and Technology projects (identified in Appendix 5A), be used to reduce the transfer to the General Capital Fund in the 2022 tax supported operating budget.

P. That a transfer of $80.0 million from the Sewage Disposal System Fund to the Environmental Projects Reserve be made in 2022 to support the sewage treatment improvement program.

Q. 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 cost of any new fire paramedic stations.

R. That the Temporary Summer Patio program be extended for the period of April 1, 2022 to September 30, 2022 and the Temporary Winter Patio program be extended for the period of October 1, 2022 to March 31, 2023 and that the permit fees associated with the Temporary Summer Patio and Temporary Winter Patio programs be waived from April 1, 2022 to March 31, 2023.

S. That the fees associated with Use of Street permits and Special Event permits established by Council in accordance with Bylaw 1481/77 be waived for block parties and street festivals for the period of January 1, 2022 to December 31, 2022.

T. That an estimated $50,000 for the Food Council Coordinator be funded from existing resources of the Sewage Disposal System Fund (Office of Sustainability) and that an equivalent amount of tax supported funding be allocated as follows, with any unallocated funds to remain in the General Revenue Fund:

   i. $16,800 to the Food Council Committee; and

   ii. $16,800 the United Nations Safe Cities Committee.

U. That, consistent with prior Council direction to the public service on July 18, 2019, the Chief Financial Officer and the City Auditor provide a progress report and implementation plan for the continuous improvement review to Council in 2022.

V. 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 2022 Preliminary Capital Budget and 2023 to 2027 Five-Year Capital Forecast be approved by Council:

   A. That the following be reviewed and approved by Council:

      i. 2022 Preliminary Capital Budget (page 97); and

      ii. 2023 to 2027 Five Year Capital Forecast (page 97).

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

      i. $51.945 million external borrowing for 2022 tax-supported operations, including Transit and Municipal Accommodations;

      ii. $7.962 million external borrowing for 2022 tax-supported internal financing; and

      iii. $10.500 million external borrowing for 2022 Water and Waste Utility.

   Note: A separate borrowing authority in the amount of $11.0 million for the Winnipeg Fleet Management Agency SOA is being put forward for Council consideration and approval as part of the SOA's 2022 to 2023 Business Plan report.

   C. That Council approve the following cash to capital contributions:

Year	$ Millions
2022	3.079 (budget)
2023	2.567 (forecast)
2024	20.000 (forecast)
2025	20.000 (forecast)
2026	20.620 (forecast)
2027	20.236 (forecast)

   D. That further to Council direction on June 24, 2021, the development of the Strategic Infrastructure Plan for Sustainable Social and Economic Development be delivered by the public service in phases:

      i. Phase 1: Investigation of existing underground water and sewer capacity at an estimated cost of $3.0 million to be funded by Water and Waste retained earnings;

ii. Phase 2: Identification of water and sewer capacity needed to promote infill and accommodate new communities; and

iii. Future phases: Identification of trade and commerce enabling infrastructure including:
    a. Road and bridge requirements, including mobility like trucking routes and the movement of goods within the City in accordance with the Transportation Master Plan;
    b. Information technology infrastructure to promote new investment; and
    c. Infrastructure needed for effective emergency services.

E. That the Strategic Infrastructure Plan for Sustainable Social and Economic Development and estimated cost to complete the work be referred to the 2023 balanced budget update process.

F. That the name of the "Federal Gas Tax Revenue Reserve" be amended to the "Canada Community-Building Fund Reserve" to reflect the change in name of the Federal government program.

G. That the additional $44.396 million of Canada Community-Building Fund monies received in 2021 be allocated to the following capital projects in 2022 and 2023, with any unallocated funds to remain in the Canada Community-Building Fund Reserve:

i. $9.5 million towards projects identified in the Downtown Recovery Strategy Framework;

ii. $9.5 million towards projects that support economic recovery throughout the City and specifically in under-served areas;

iii. $12.6 million towards 2022 Regional and Local Street Renewal budget;

iv. $6.442 million for the purchase of buses for the delivery of Winnipeg Transit Plus program by in-house service providers;

v. $5.863 million towards various projects included in the capital budget and detailed in Attachment 2 Listing of Other Projects Funded by Canada Community-Building Fund Top Up Funding.

H. That Council approve all other transfers from prior years' surplus or authorizations, to/from reserves and other funds outlined in the 2022 Capital Budget (identified in Appendix 6).

I. That Council authorize expenditures on the following projects in 2022 or prior to the adoption of the 2023 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 $37.4 million for various Accelerated Regional Street Renewal projects;

ii. Up to $31.6 million for various non-accelerated regional street projects;

iii. Up to $7.5 million in Local Street Renewal projects to facilitate delivery of industrial streets, residential streets, alleys, and sidewalk renewals;

iv. Up to $600,000 for the Recreation and Library Facility Investment Strategy – Land Dedication Reserve Fund allocation, subject to Province of Manitoba's approval of this funding allocation; and

v. Up to $9.25 million including the purchase of buses for the delivery of the Winnipeg Transit Plus program by in-house service providers.

Note: The listing of regional and local streets projects noted in items i, ii and iii above are included in Attachment 1 Summary of First Charges on Regional and Local Street Renewal Program for 2023 Capital Budget.

J. That the public service report back to the appropriate Committee of Council, through the annual budget process, on the status of all road projects identified in capital budgets between 2020 and the current budget year that included Active Transportation infrastructure reconstruction, rehabilitation or preservation that were identified in the active transportation strategies that were passed by Council in 2015 but where active transportation facilities were not built, which may include:

i. Status of projects in terms of budget spent and percentage of completion, projected completion dates and proposed projects for any surplus funds; and

ii. An update on completed or in-progress projects in comparison to Council approved plan in the Winnipeg Pedestrian and Cycling Strategies

K. That any surplus funds from Active Transportation (AT) infrastructure identified as part of the report described in Recommendation J be transferred and dedicated to the following years' AT capital program.

L. By That the following bylaws be amended to rescind the unused borrowing authorizations as described below:

i. By-law 5/2015 in the amount of $31.0 million (related to Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass); and

ii. By-law 20/2016 in the amount of $112.0 million (related to Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass).

M. That By-law 63/2020 be repealed.

N. That Council approve the following transfers from Land Operating Reserve in 2022:

ii. to the General Capital Fund of $2.269 million, and

iii. to the General Revenue Fund of $6.235 million,

to the extent that the Land Operating 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 2022.

O. That the Fund Manager for the Computer, Critical Systems and Support Reserve be amended to "Director of Innovation and Technology".

P. That Clause 3.6(b) of the Multi-Year Budget Policy (City Policy No. CO-016) be replaced with the following:

Capital Budget Amendment Process – Only Council can approve any new capital project, whether funded by surpluses from other projects or by new funding. Any required additional borrowing authority must be approved by the Minister of Finance of the Province of Manitoba and enacted through a by-law of Council. Reallocation of funds provided in a capital budget in excess of the lesser of $100,000 or 25% of the base budget require the approval of the appropriate Standing Committee. For departments or services that do not report to a Standing Committee, the Standing Policy Committee on Finance may approve transfers of budgets between existing capital projects. If the transfer is smaller than $100,000 or 25% of the budget being increased (whichever is lesser), the transfer can be approved by the Chief Financial Officer.

Q. 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.

3. That the proper officers of the City be authorized to do all things necessary to implement the foregoing.

Attachment 1: Summary of First Charges on Regional and Local Street Renewal Program For 2023 Capital Budget

REGIONAL STREET RENEWAL PROGRAM **Authorization ($000's)**	**2023**
ACCELERATED REGIONAL STREET RENEWAL:	
Regional Reconstruction & Major Rehabilitation Works:	
Downtown Streets:	10,070
Broadway - Osborne to Main Smith NB - Notre Dame to Midtown Bridge	
Munroe Ave / Johnson Ave West:	4,000
Munroe Ave - Raleigh to Henderson Johnson Ave W - Levis St to Henderson Hwy	
Stafford St / Taylor Ave:	7,200
Stafford St - Corydon to Pembina Taylor Ave - Wilton to Pembina	
Erin St / Wall St.:	2,430
Erin St - Notre Dame to Wolever Wall St - St Matthews to Notre Dame	
Jubilee Ave - Osborne to Pembina	4,000
Mountain Ave - Arlington to McPhillips	5,000
McGregor St - Seven Oaks to McAdam	2,250
McGregor St - Church to Mountain	2,450
Sub-total First Charges on Accelerated Regional Street Renewal Program	**37,400**
NON-ACCELERATED REGIONAL STREET RENEWAL:	
Regional Reconstruction & Major Rehabilitation Works:	
Grant Ave EB - Lanark to 1863 Grant to Montrose/ Grant WB - Montrose to 1863 Grant	2,800
Salter St - Inkster to Jefferson	5,100
Logan Ave - Disraeli Fr to Main	2,100
Selkirk Ave - Main to Salter	5,500
Dakota St - St Mary's to Bishop Grandin	1,900
Des Meurons St - Goulet to Marion / Goulet WB - Youville to Braemar	2,300
Lagimodiere Blvd NB - Fermor to Cottonwood	2,250
Sargent Ave - Edmonton to Furby Edmonton St - Cumberland to Ellice	2,850
McPhillips St SB - Machray to Mountain	1,100
Inkster Blvd - Sheppard St to Main St	1,300

Attachment 1: Summary of First Charges on Regional and Local Street Renewal Program For 2023 Capital Budget

REGIONAL STREET RENEWAL PROGRAM Authorization ($000's)	**2023**
Bishop Grandin Blvd - St. Anne's Rd to River Rd	850
Grant Av EB - Stafford St to Rockwood St Grant Av WB - Stafford St to Harrow St	150
Downtown Streets:	1,600
Carlton St	
Notre Dame Av to Ellice Av	
Portage Av to St. Mary Av	
York Av to Broadway	
Edmonton St - Broadway to Portage Av	
Hargrave St	
Notre Dame Av to Ellice Av	
St. Mary Av to Graham Av	
Kennedy St	
Cumberland Av to Ellice Av	
Portage Av to Broadway	
St. Mary Av - Edmonton St to Memorial Blvd	
York Av - Memorial Blvd to Edmonton St	
McGregor St - Church Av to McAdam Av McGregor St - Seven Oaks Av to Leila Av Partridge Av - McGregor St to Main St	400
Taylor Av EB - Renfrew St to Borebank St Taylor Av WB - Borebank St to Centennial St	350
Dugald Rd - Plessis Rd to 390 m east of Ravenhurst Plessis Rd - #984 Plessis to Fermor Av	1,050
Sub-total First Charges on Non-accelerated Regional Street Renewal Program	**31,600**
Total First Charges on Accelerated and Non-accelerated Regional Street Renewal Program	**69,000**

LOCAL STREET RENEWAL PROGRAM Authorization ($000's)	**2023**
Local Street Renewals	7,500
Total First Charges on Local Street Renewal Program	**7,500**

TOTAL FIRST CHARGES ON REGIONAL & LOCAL STREET RENEWAL PROGRAM	**76,500**

Attachment 2: Listing of Other Projects Funded by Canada Community-Building Fund Top Up Funding

Capital Projects ($000s)	Canada Community-Building Fund	Other Funding Sources	Total Project
Regional Parks			
Maplegrove Grove Park	800	100	900
Kilcona Park	1,383	367	1,750
Master Green Space & Natural Corridors By-law	600	100	700
Spray Pad Development			
Valour Community Centre	1,400	100	1,500
Corydon Community Centre - Crescentwood	500	465	965
Champlain Community Centre	400	243	643
Community and Neighbourhood Parks			
St. Vital Memorial Park	260	15	275
Jill Officer Park	285	15	300
John Forsythe Park	235	15	250
	5,863		

Note: Effective for the 2022 Budget, Federal Gas Tax has been renamed the Canada Community-Building Fund (CCBF).



Overview

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Reader's Guide

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

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

Volume 2 provides summary and detailed budget information on operations and updates from the multi-year budget (2022 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 electoral wards, Letter from the Mayor and Chair of Standing Policy Committee on Finance, and the budget recommendations to be submitted for Council approval.

Overview provides key information about the operating and capital budgets.

- Reader's Guide
- 2022 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.

Service Based Budget

- The Financial Summary section has three categories:
    - Operating Budget provides a listing of all City services and the Standing Policy Committee (SPC) or Board that is responsible for each, together with a summary of the revenue and investment.
    - Full Time Equivalent Positions (Staff Summary) related to each service.

    - Capital Budget and Reserves provides a listing of the 6-year capital program and reserves budget for 2022 and their alignment to the services that each SPC or Board is responsible for.
    - Page references on the Financial and Position 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 or Board, gives additional information about each service, including description, linkage to OurWinnipeg, 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.

Appendices provide additional context information in support of the rest of the budget document.

A **Supplement to the 2022 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 2022 through 2027
- Capital Project Detail by department
- Listing of Grants / Payments
- Appendices
- https://winnipeg.ca/finance/documents_page.stm#Budgets

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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
DANIEL MCINTYRE



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

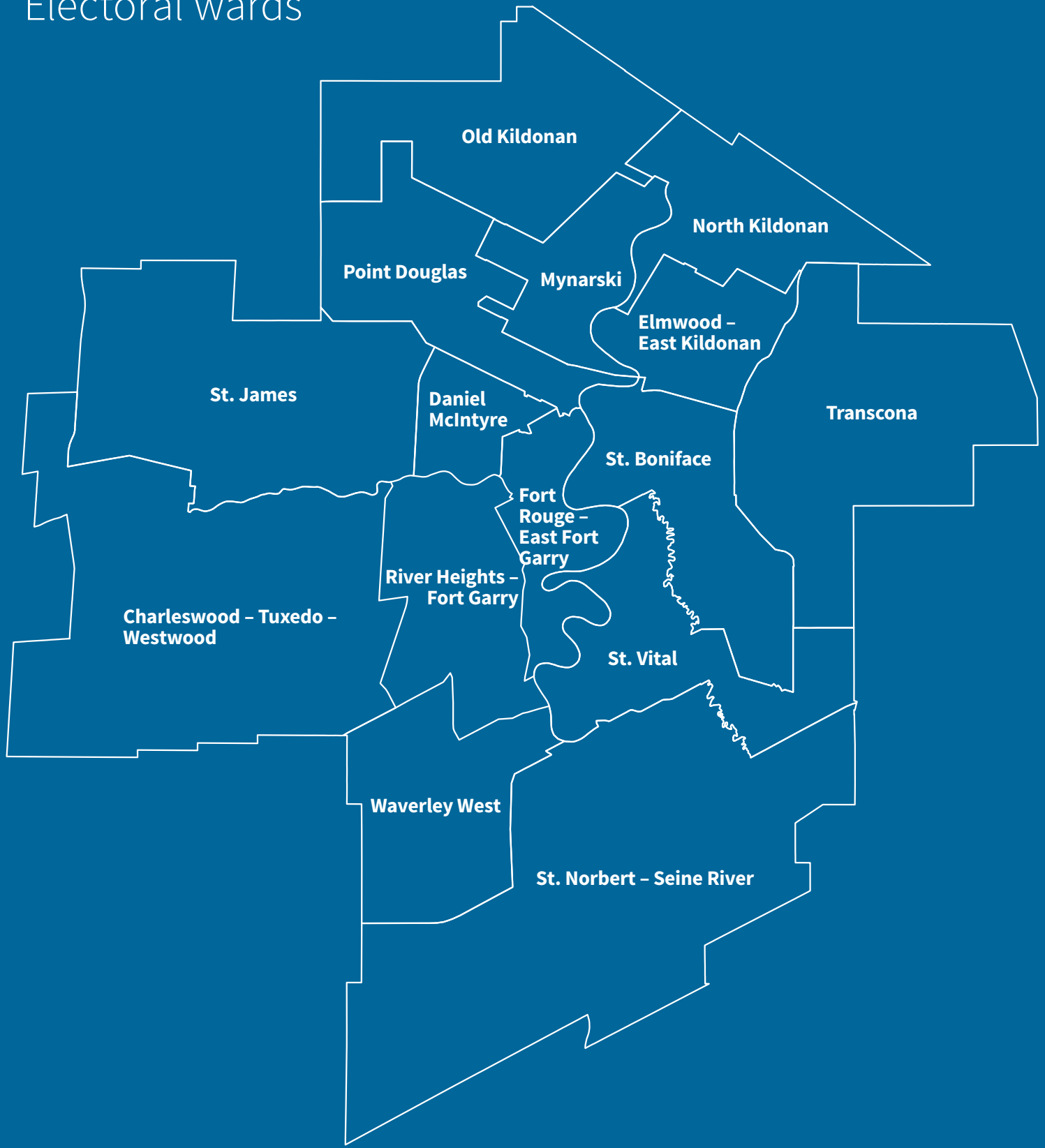


Jason Schreyer
ELMWOOD-EAST KILDONAN



Devi Sharma
OLD KILDONAN

Electoral wards



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Winnipeg

2022 Preliminary Budget* at a Glance

- Property tax increases capped at 2.33%
- The average homeowner will pay approximately $1,900 in 2022
- Keeps property taxes among the lowest of all major cities in Canada

- No increase to the Frontage levy
- No new fees or charges

- Small business tax credit threshold increased to $44,220
- Approximately 55% of all businesses will receive a full credit of their business taxes in 2022

- A record $164.7 million investment in road renewals in 2022
- Part of a larger 6-year investment of $872.9 million in road renewals
- Largest share of the annual capital budget
- Major source of employment and economic growth
- This investment will allow for approximately 1,035 lane kms of roads to be reconstructed or renewed = to the distance from Winnipeg to Churchill

- The Preliminary 2022 Balanced Budget Update proposes a 6-year capital investment plan of approximately $2.9 billion to renew existing city assets and build new assets that will be required as our city grows toward one million people.
  The 6-year $2.9 billion capital investment plan will:
  - Boost GDP by over $1.3 billion in Manitoba and $375.3 million across Canada
  - Create 10,862 person years of employment in Manitoba and 2,609 for the rest of Canada
  - Generate $147.5 million in tax revenue for the Government of Manitoba
  - Generate $194.2 million in tax revenue for the Government of Canada

- $28.6 million 6-year capital investment in the protection and enhancement of our tree canopy

- $510.2 million 6-year capital investment to support the Transit Master Plan which is proposed to be funded under the ICIP Program

* Subject to Council approval

Winnipeg

2022 Preliminary Budget* at a Glance

- $240 million 6-year capital investment to accelerate the City's investment in the Combined Sewer Overflow mitigation program
- $60 million increase from the 2021 capital forecast
- $95.4 million 6-year capital investment for the Southwest sewer interceptor
  - A $35.4 million increase from the 2021 capital forecast

- $48.1 million 6-year capital investment in the Winnipeg Fire Paramedic Service including:
  - A new modular mobile station
  - A new station to consolidate existing stations in St. Boniface & Windsor Park as recommended in the WFPS Master Plan

- $24.3 million 6-year capital investment for active transportation projects across Winnipeg, with an $8.9 milllion investment in 2022 (*54% increase over 2021*)

- The Preliminary 2022 Balanced Budget Update includes a full one-third cost share of approximately $20 million towards water and sewer services for Phase 1A of the Airport Area West Lands at CentrePort
  - This investment addresses key policies in Complete Communities 2.0 Policy by bringing more serviced lands to the market (*Funding contingent on securing matching funds from provincial and federal governments*)

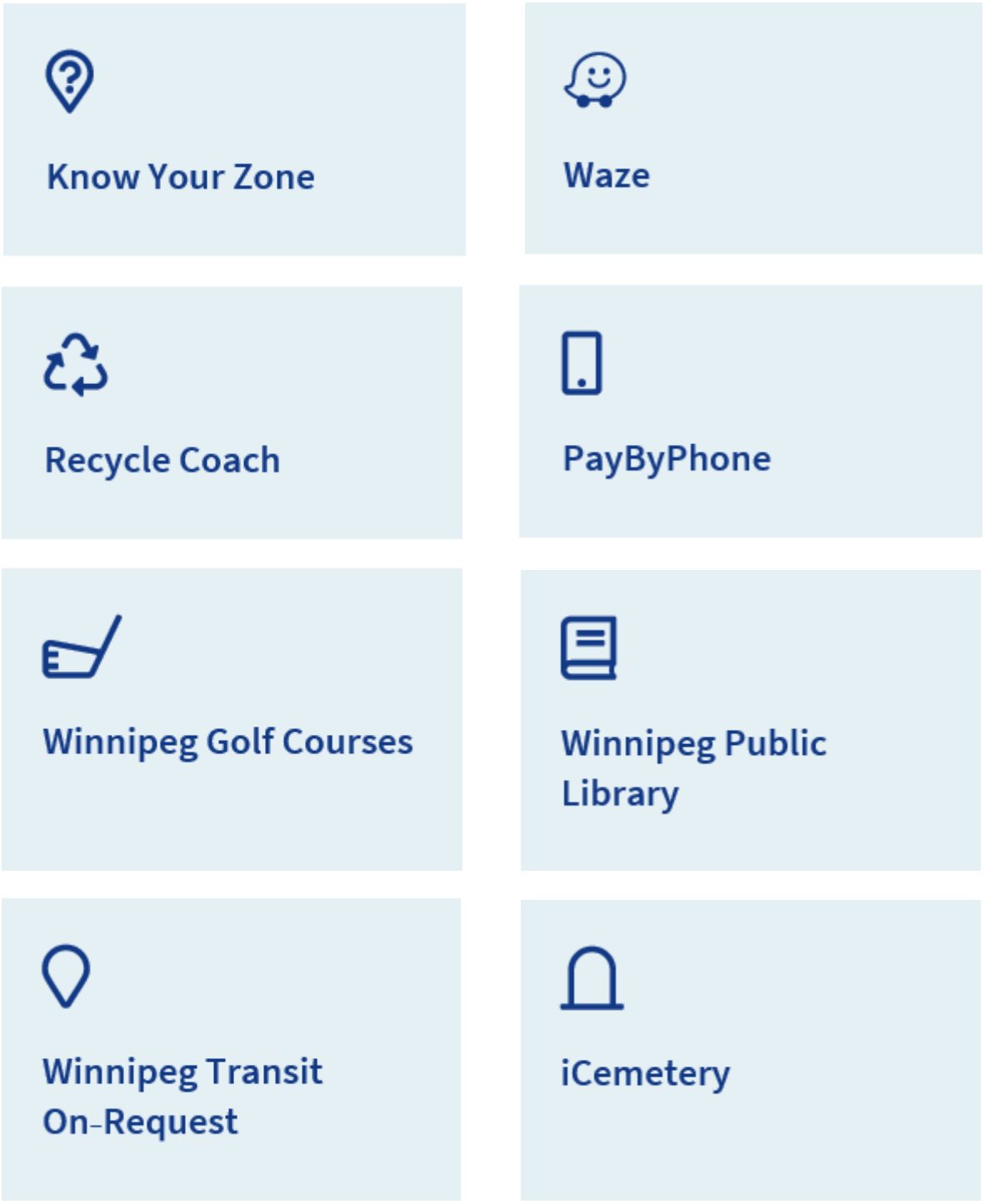
- Proposed investment of $20 million from the additional Canada Community Building Fund including:
  - $10 million for projects to support economic recovery in the downtown
  - $10 million for projects across the City (*Specific projects will be determined by Council in spring 2022*)

- Supports for our most vulnerable residents including:
  - $1.1 million to support mobile outreach services and address homelessness
  - $580,000 to support the operation of public washrooms in the downtown
  - $500,000 for staffing to deliver the Rapid Housing Initiative Funds
  - $150,000 to support End Homelessness Winnipeg

* Subject to Council approval

Mobile Apps

There are eight different mobile apps that can be found on the City of Winnipeg's website (https://winnipeg.ca/311/default.asp#mobile-apps) that are used for things such as checking the snow clearing routes, pay for parking or even booking a tee time.



2022 Budget at a Glance

(In millions of $)

Revenue

	2021 Adopted Budget	2022 Preliminary Budget
Tax Supported Operations	1,180.3	1,194.6
Utilities	678.3	698.6
Special Operating Agencies	74.3	74.8
Reserves	242.8	363.2
Total Revenue	**2,175.7**	**2,331.2**

Expenditures

	2021 Adopted Budget	2022 Preliminary Budget
Tax Supported Operations	1,180.3	1,194.6
Utilities	633.0	732.1
Special Operating Agencies	79.4	74.2
Reserves	287.8	325.7
Total Expenditures	**2,180.5**	**2,326.6**
Surplus / (Deficit) before Other Adjustments	**(4.8)**	**4.6**

Notes:

1. The consolidated budgets are presented in Appendix 7 of Volume 2 for 2022. 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 21 of 2022 Budget Volume 1.

2022 Budget at a Glance
Consolidated Budget Reconciliation

(In millions of $)	Preliminary Budget	Consolidating Entries	Consolidated Budget
Revenues			
Tax Supported	$ 1,194.6	$ (43.0)	$ 1,151.6
Utilities	698.6	(335.5)	363.1
Special Operating Agencies	74.8	(47.0)	27.8
Reserves	363.2	(276.0)	87.2
Capital		276.5	276.5
Civic Corporations		22.1	22.1
Total Revenues	**2,331.2**	**(402.9)**	**1,928.3**
Expenses			
Tax Supported	1,194.6	(353.3)	841.3
Utilities	732.1	(310.9)	421.2
Special Operating Agencies	74.2	(4.6)	69.6
Reserves	325.7	(290.8)	34.9
Capital		351.1	351.1
Civic Corporations		61.8	61.8
Total Expenses	**2,326.6**	**(546.7)**	**1,779.9**
Excess Revenue Over Expenses	**$ 4.6**	**$ 143.8**	**$ 148.4**

Explanation of Consolidating Entries from Preliminary Budget (In millions of $)

Revenues	
1. Eliminate inter-fund transfers	(612.8)
2. Eliminate fleet charges paid by City entities	(44.9)
3. Eliminate grants to Civic Corporations	(20.0)
4. Eliminate property taxes paid by City entities	(17.8)
5. Eliminate water revenue paid by City entities	(3.1)
6. Eliminate general government charges	(3.8)
7. Include capital related revenue, net of inter-fund transfers	276.5
8. Include revenue for Civic Corporations, net of inter-fund transfers	22.1
9. Other	0.9
	(402.9)
Expenses	
1. Eliminate inter-fund transfers	(875.6)
2. Eliminate fleet charges paid by City entities	(44.9)
3. Eliminate grants paid to Civic Corporations	(26.8)
4. Eliminate property taxes paid by City entities	(17.8)
5. Eliminate water expense paid by City entities	(3.1)
6. Eliminate general government charges	(3.8)
7. Include capital expenses, net of inter-fund transfers	351.1
8. Include expenses for Civic Corporations	61.8
9. Increase in liability for environmental issues, vacation and workers' compensa	10.1
10. Other	2.3
	(546.7)

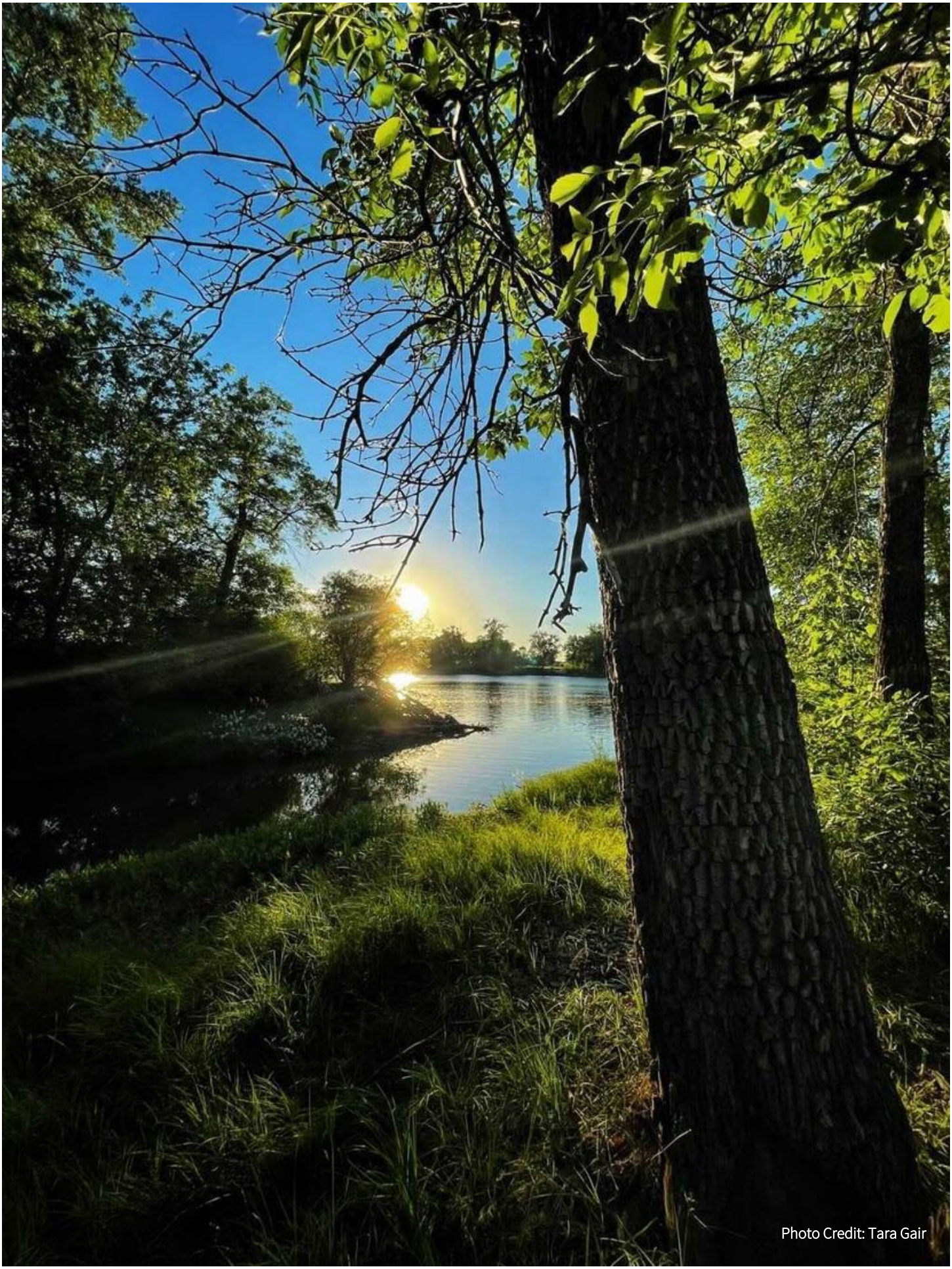


Photo Credit: Tara Gair

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Basis of Budgeting

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

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).

Salaries and Benefits

Of the total City's services expenditures, about half are made up of salaries and benefits. The City negotiates with bargaining units to establish the rates used to compensate City staff. Depending on the bargaining unit the position is associated with, rates used in the budget consist of either the rates in the settled collective agreements or an estimated rate for positions in a bargaining unit.



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.

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 7 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. 2022 is the second update year in the multi-year process, and with updates, 2022 and 2023 remain balanced.

Dividend Policies

The SOA Dividend Policy, approved by Council February 27, 2020, ensures that the transfer of dividends from Special Operating Agencies to the General Revenue Fund occur in a predictable and sustainable manner in order to simplify planning as well as ensuring financial transparency and fiscal sustainability. Only Council may approve dividends from an SOA to the City's General Revenue Fund at the time of the annual budget process and no dividend may be transferred if doing so would reduce the accumulated surplus of the SOA below $500,000.

Water and Sewer Utility Dividend Policy, approved by Council March 22, 2011, states that the dividend payment to the City's General Revenue Fund will be 11% of utility's budgeted gross sales each year.

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 2022 Budget Volume 1 Community Trends and Performance Report - https://winnipeg.ca/cao/pdfs/CommunityTrendsandPerformanceReportVolume1_2022.pdf.

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OurWinnipeg

OurWinnipeg is the City of Winnipeg's 25 year development plan that under *The City of Winnipeg Charter*, Section 224, states:

Council must, by by-law, adopt a development plan, in this Part referred to as "Plan Winnipeg", which must set out:

(a) the city's long-term plans and policies respecting
  (i) its purposes,
  (ii) its physical, social, environmental and economic objectives, and
  (iii) sustainable land uses and development
(b) measures for implementing the plan; and
(c) such other matters as the minister or council considers necessary or advisable.

OurWinnipeg guides and informs more detailed city-wide plans and strategies.

The City of Winnipeg Charter requires that a comprehensive review commences at least once within five years after adoption. With the last version of *OurWinnipeg* being adopted by Council in 2011, a review began in 2016. The result of that review was *OurWinnipeg 2045*, which received Second Reading by Council in July. Pending provincial approval and Third Reading, and adoption of the plan, by Council, *OurWinnipeg 2045* will become the guiding development plan for the City.

The Community Trends and Performance Report (Volume 1 for the 2022 Budget) included the primary Policy Direction from the 2011 version of *OurWinnipeg* which informed each particular service area's key goals. This volume of the 2022 Budget presents the updated *OurWinnipeg 2045* Policy Goal which informs each service area's key goals. Note that many service areas are informed by multiple *OurWinnipeg 2045* policy goals, and only the one deemed most impactful on service delivery is noted.

The version of OurWinnipeg adopted by Council in 2011 presented four Policy Directions. *OurWinnipeg 2045* presents six Policy Goals and will, once adopted, lead to the development of a Strategic Priorities Action Plan which will inform future priorities and planning.

OurWinnipeg Policy Directions

- A City that Works – City Building
- A City that Works – Safety and Security
- A Sustainable City
- Quality of Life

OurWinnipeg 2045 Policy Goals

- Leadership and Good Governance
- Environmental Resilience
- Economic Prosperity
- Good Health and Well-Being
- Social Equity
- City Building

Updated Service Based Budget Information

As part of the OurWinnipeg process, a revised version of the Service Based Budget (SBB) information was prepared by six service areas as a pilot project. These revised SBB sheets are contained within Appendix 8 of this volume. In addition to linkage between OurWinnipeg and identified service area goals, the service areas have identified targets for measures which demonstrate progress in achieving the indicated goals. Upon adoption of OurWinnipeg2045 by Council it is expected this new format will be used by all service areas.

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Preliminary Budget – November 26, 2021

Agenda

- Balanced Budget Context
  - Multi-Year Budget Policy
  - Budget Guidelines
  - Strategic Framework
  - Decision Making
  - Key Budget Priorities
  - Budget Engagement



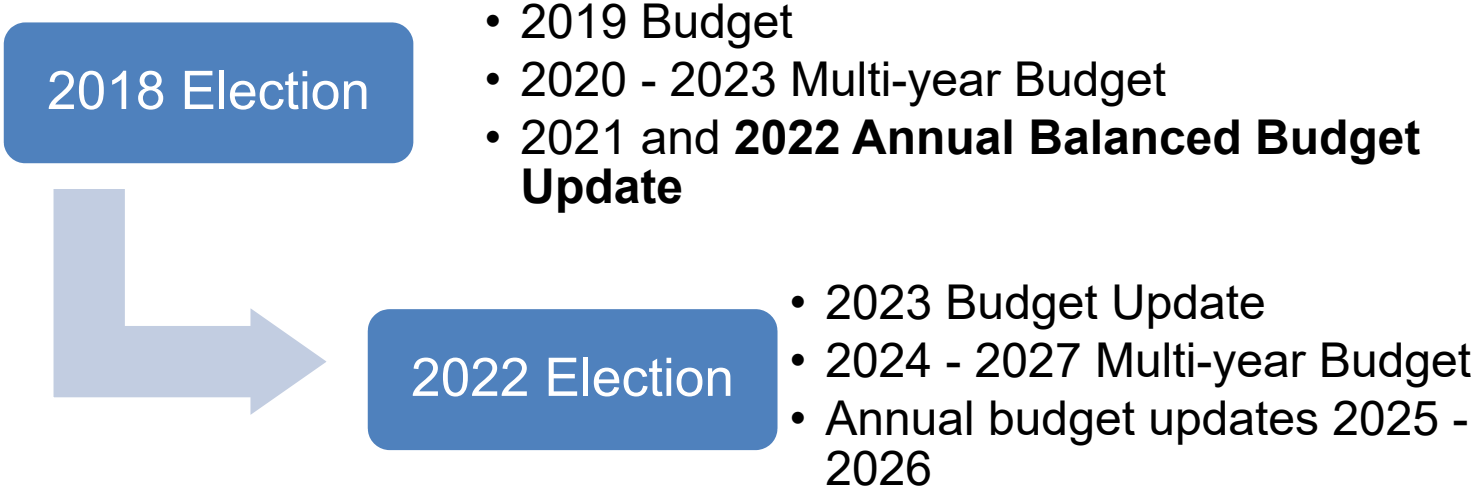
- 2022 Balanced Budget Update
  - Economic and Financial Impact of COVID-19
  - Performance Reporting
  - Operating and Capital Budgets
  - Debt Strategy

- Budget Outlook

- Schedule of Budget Review Meetings

Balanced Budget Context

- Multi-Year Budget Policy as adopted by Council March 20, 2020 – amendments allowed for:
  - Legislative changes
  - New Council direction
  - Cost or Revenue drivers
  - Incremental operating impact of approved capital projects
- Budget Process and Council timeline



Balanced Budget Context



- Budget Guidelines
  - Keep 2022 and 2023 balanced
  - Maintain service levels consistent with the approved budgets
  - Continue to use budget linkages to departmental plans / key goals by:
    - aligning service-based budget goals to OurWinnipeg Plan; and
    - tracking progress and performance on achieving each of the published key goals
  - Identify and implement efficiencies
  - Property and business tax revenue at consistent levels
  - Ensure user fees for services are consistent with the multi-year budget policy

Balanced Budget Context

- Budget Guidelines
  - Significant changes from the operating projections and capital forecasts will be addressed separately
  - Explore cost sharing opportunities with other levels of government
  - Development of 2027 capital budget consistent with prior year forecasts
  - Implications of the pandemic considered through budget decision making

Strategic Framework

LONG-TERM (25-YEAR) | **STRATEGIC PLAN (4-YEAR)** | **MULTI-YEAR / ANNUAL** | **DAILY**

OurWinnipeg 2045
Official development plan (2020 to 2045)



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

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

Corporate Strategic Plan
- Strategic Directions (4Cs)
- Targets
- Corporate Outcomes

- *Culture*
- *Continuous Improvement & innovation*
- *Communication and engagement*
- *Customer service*

Strategic Priorities Action Plan
(under development)

Balanced Budget
- Capital (6 years)
- Operating (=> 4 years)
- Reserves (=> 4 years)

Performance Measurement
- Goals
- Targets
- Outcome
- Performance

Service Delivery



Strategic Framework

Source: Corporate Strategic Plan

Year	2021	2022	2023	2024	2025	2026	2027
Term of Council	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	Year 1
Four-Year Multiyear Budget	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4
Strategic Priorities Action Plan	N/A	N/A	*Developed with Incoming Council*	Year 1	Year 2	Year 3	Year 4
Corporate Strategic Plan	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	Year 4

Misalignment of Plans & Planning Cycles

Alignment of Plans & Planning Cycles

Link OurWinnipeg goals to budgets and performance measures

Performance Measures 9

#06. *Mandatory:* Provide objective measures of progress toward accomplishing the government's mission as well as goals and objectives for specific departments and programs.

Source: Government Finance Officers Association's training materials

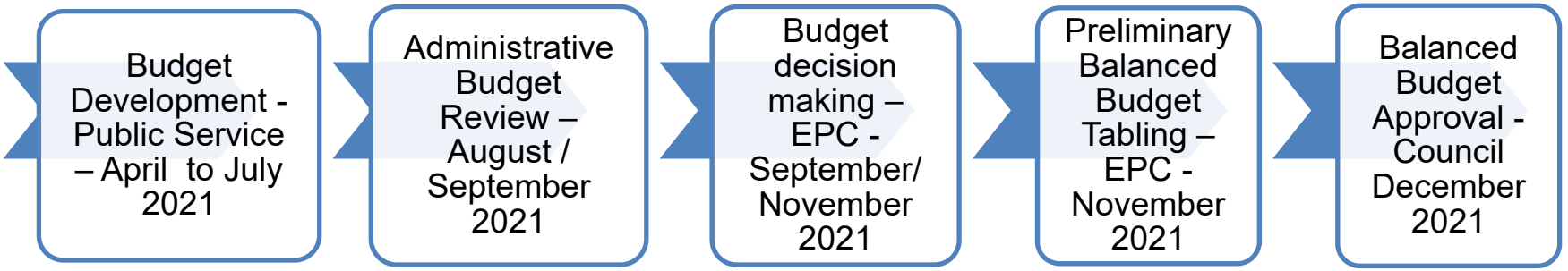
Budget Decision Making Process

- Prior to balancing the 4-year budget

City 2020 Budgeted Deficit Submissions:

- 2020: $89.6 million
- 2021: $119.9 million
- 2022: $158.6 million
- 2023: $174.9 million

- Balanced budget development starts with Council approved operating projections and capital forecasts
- Timeline



EPC – Executive Policy Committee

Key Budget Priorities



- Pandemic response
  - Economic recovery
  - Community support





- Financial resilience



- Protect the environment



- Affordability and expenditure control



- Strategic investments

Budget Engagement

- Citizen satisfaction survey
- Public engagement on the budget
- Councillor one-on-one discussion with Standing Policy Committee on Finance Chair (supported by Corporate Finance)
- Delegations – Standing Policy Committees' preliminary budget review
- Citizen questions via 311

Annual Citizen Satisfaction Survey



Value for Tax Dollars (Very good/Good)				
2017	2018	2019	2020	2021
70%	71%	68%	78%	64%



Quality of Life (Very good/Good)				
2017	2018	2019	2020	2021
92%	93%	93%	97%	89%



Customer Service (Very /Somewhat Satisfied)				
2017	2018	2019	2020	2021
83%	79%	81%	82%	78%

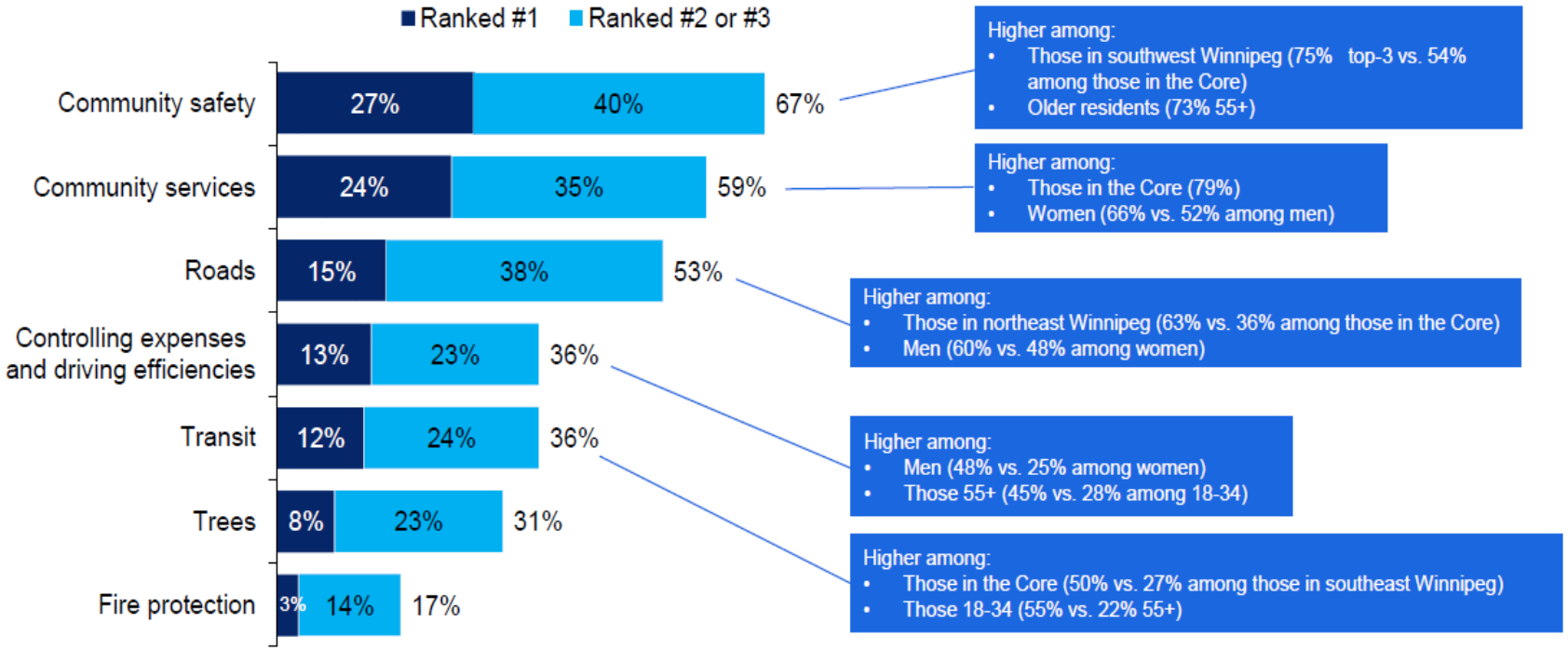


Overall City Services (Very /Somewhat Satisfied)				
2017	2018	2019	2020	2021
88%	87%	88%	90%	87%

Budget Engagement

Omnibus Survey Results

Community safety, community services are citizens' main City budget priorities



COWB1. Please read this list of priorities and rank them in order, with one being the most important priority for you personally and seven being the least important priority for you. (RANDOMIZED)

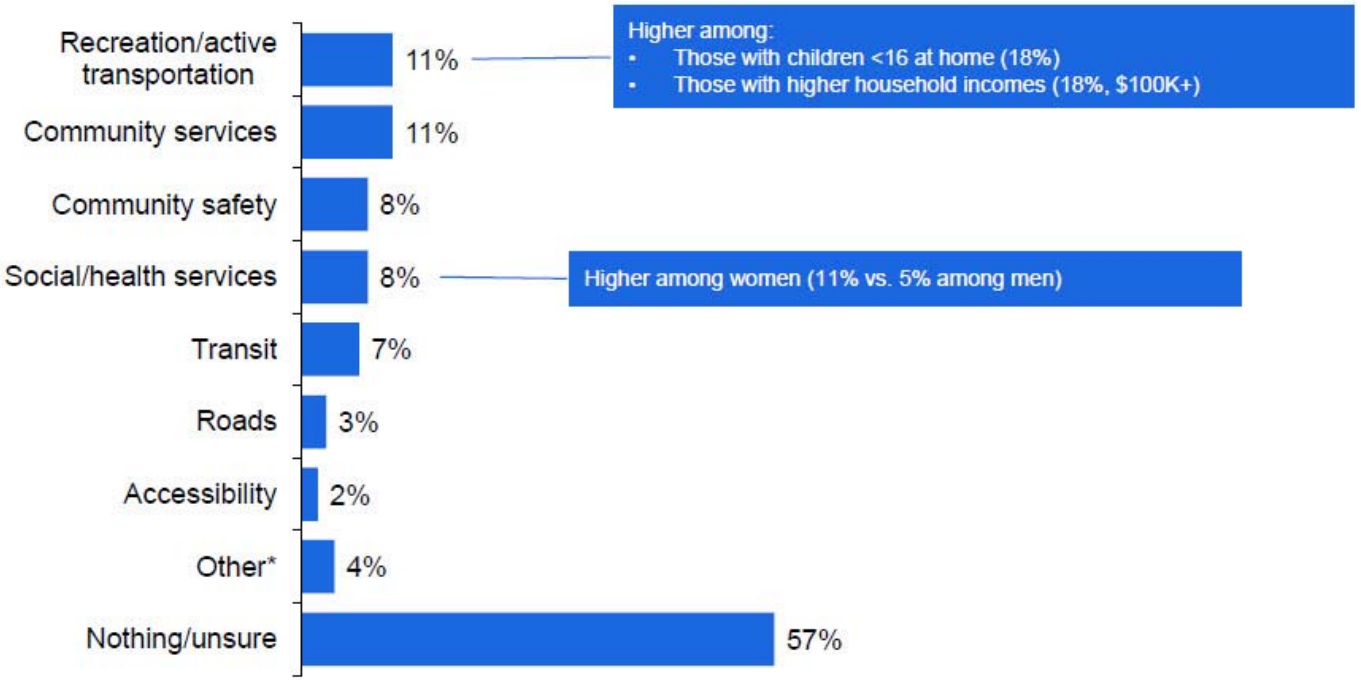
Base: All respondents (N=600)

Budget Engagement

Omnibus Survey Results

Higher Priority Areas Due to COVID-19

Citizens most likely to prioritize active transportation, community services due to the pandemic



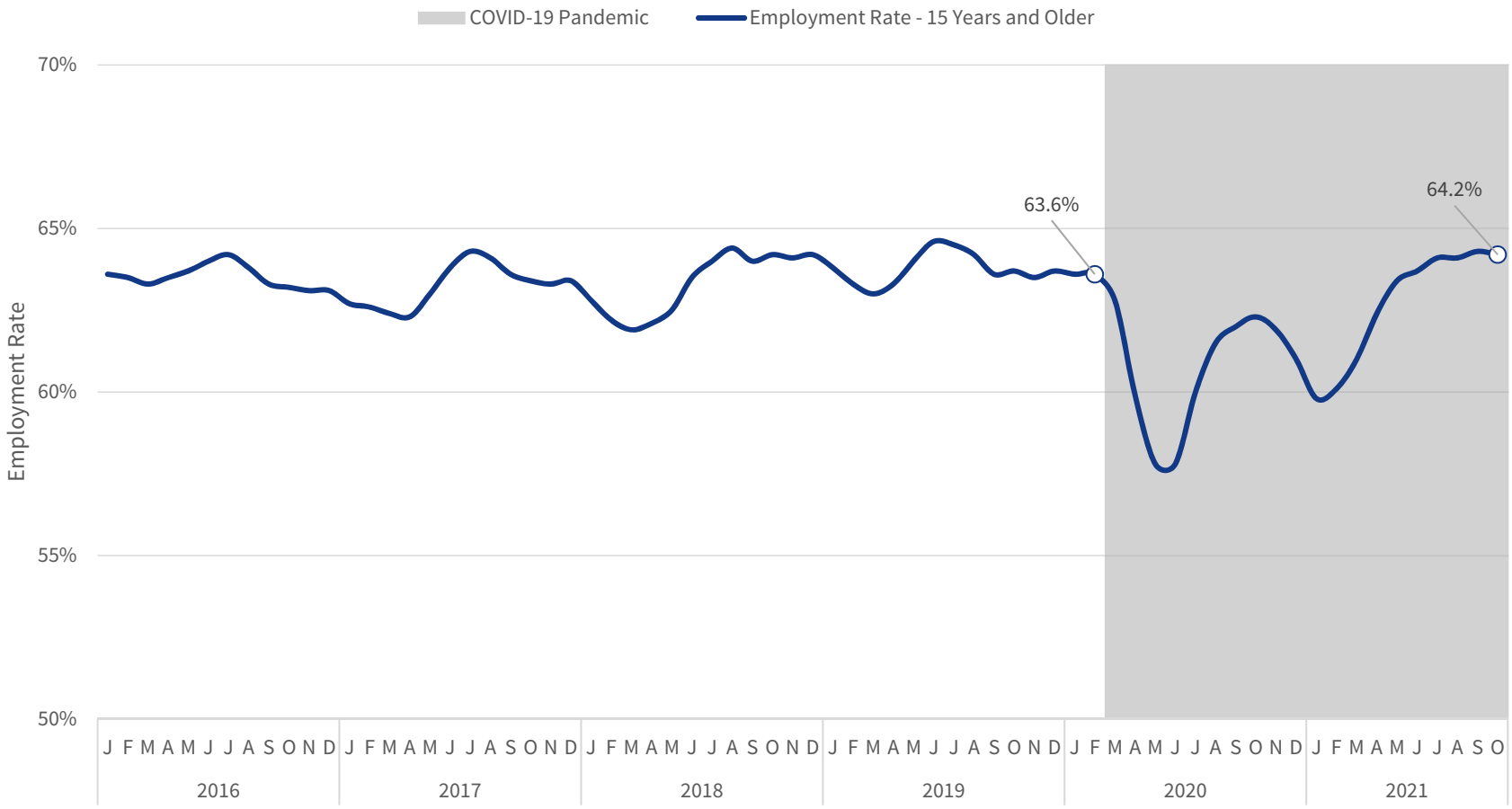
COWB2. Is there a city service or program that has become more of a priority for you personally because of the COVID-19 pandemic? It does not have to be in the list above.

Base: All respondents (N=600)
*Mentioned by 1% of fewer respondents

ECONOMIC AND FINANCIAL IMPACT OF COVID-19

Winnipeg Economic Region: Total Employment

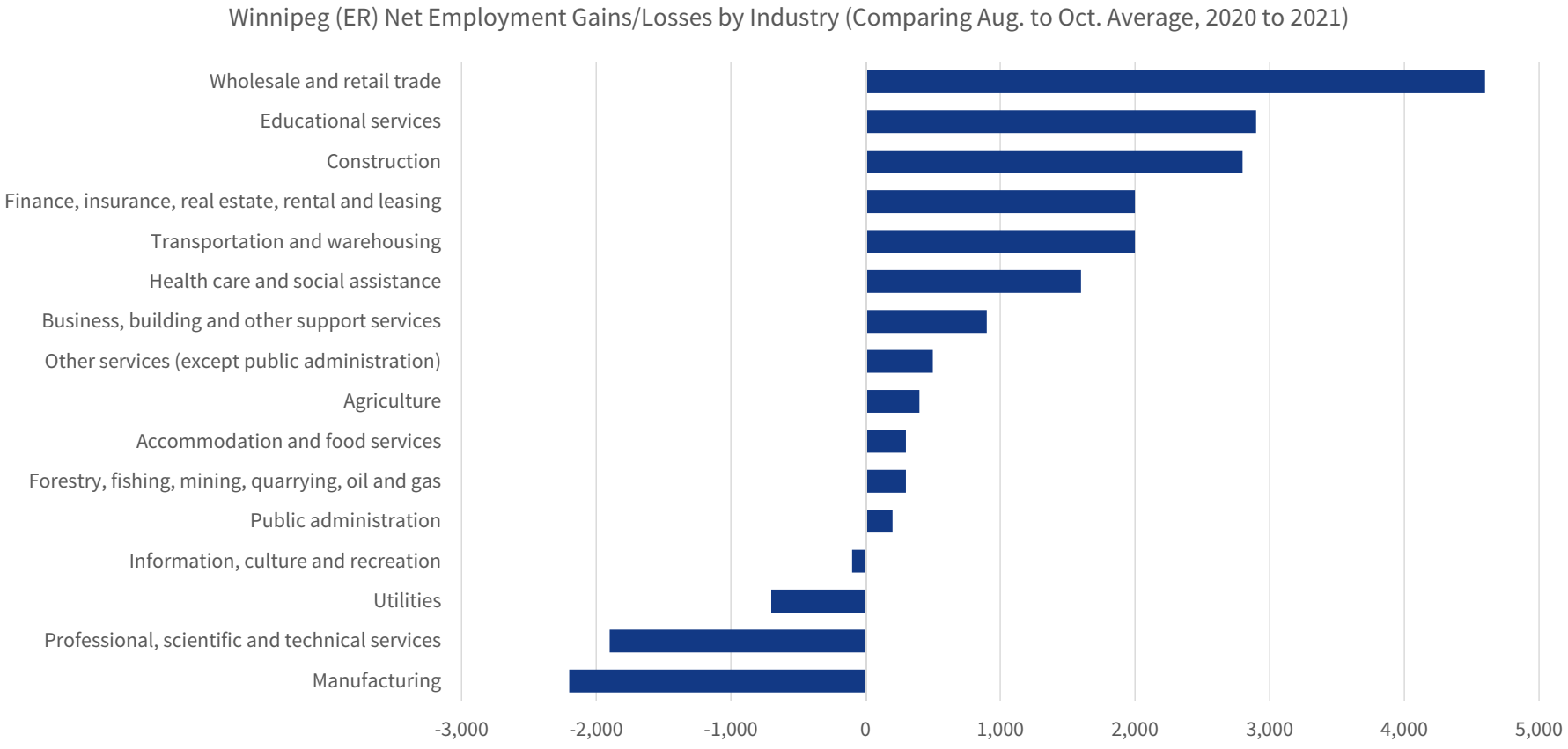
Employment Rate stabilized, slightly higher than February 2020



Source: Statistics Canada. Table 14-10-0387-01 Labour force characteristics, three-month moving average, unadjusted for seasonality, last 5 months

Winnipeg Employment By Industry

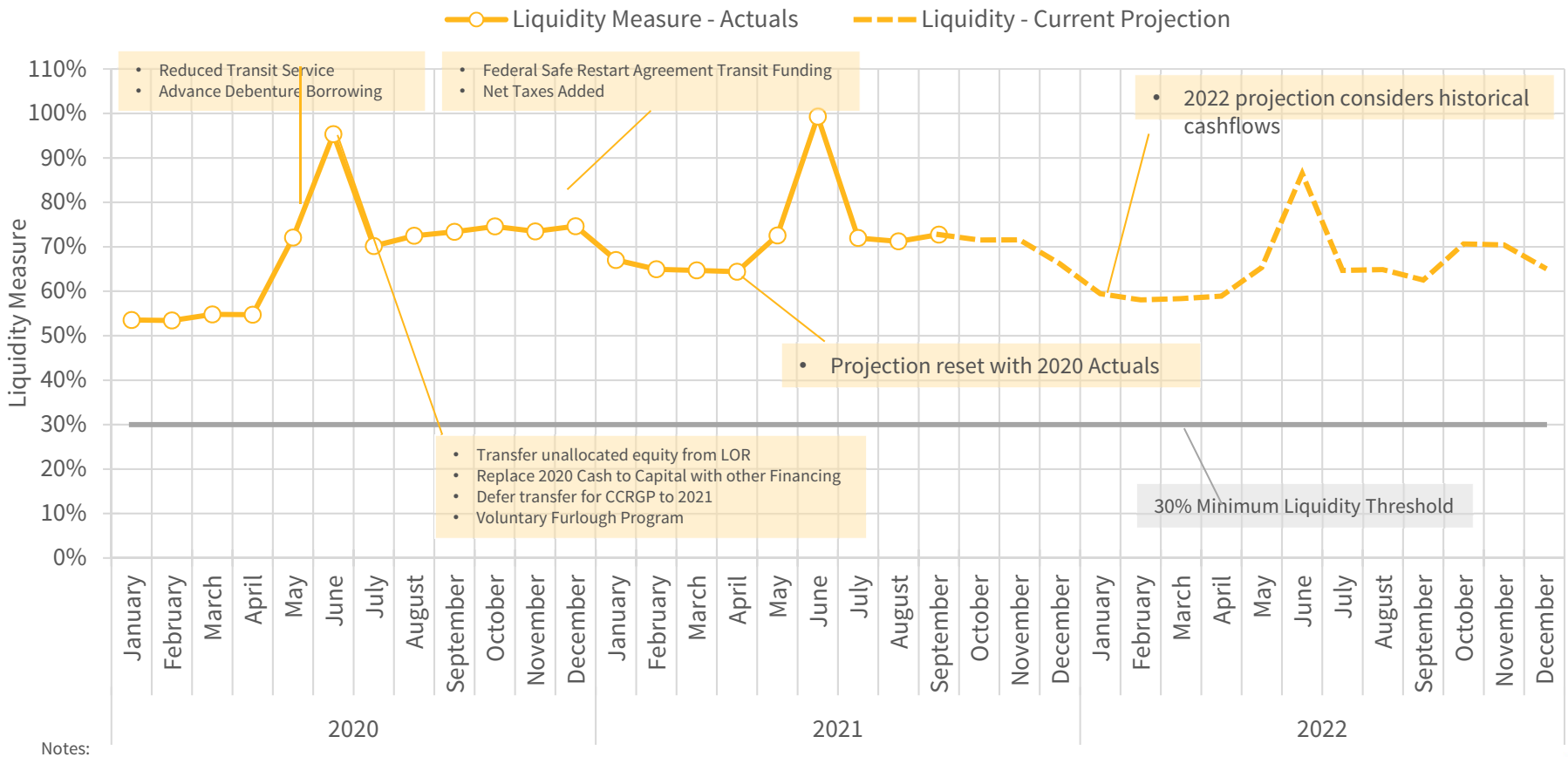
Recovery in Most Industries Since Last Summer/Fall



Source: Statistics Canada. Table 14-10-0388-01 Employment by industry, three-month moving average, unadjusted for seasonality

City of Winnipeg Liquidity Measure

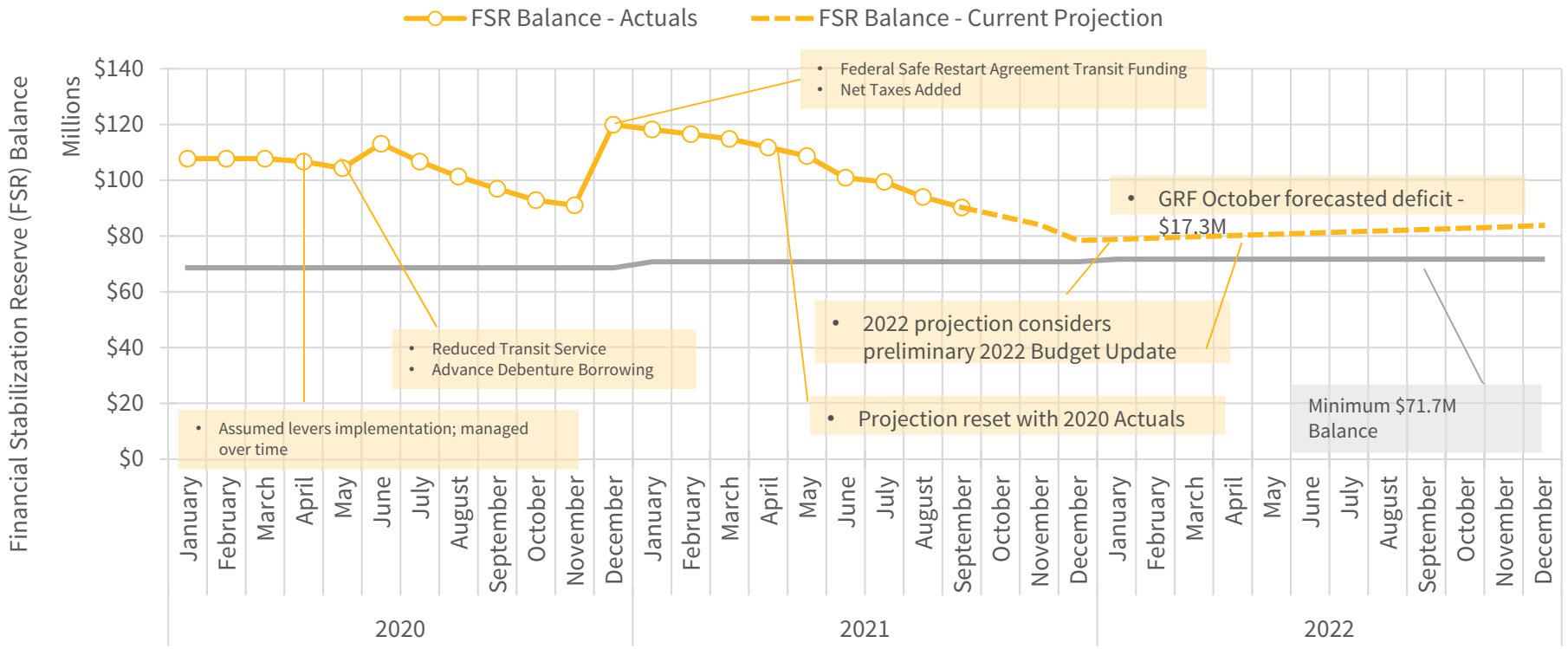
Actuals and Projection



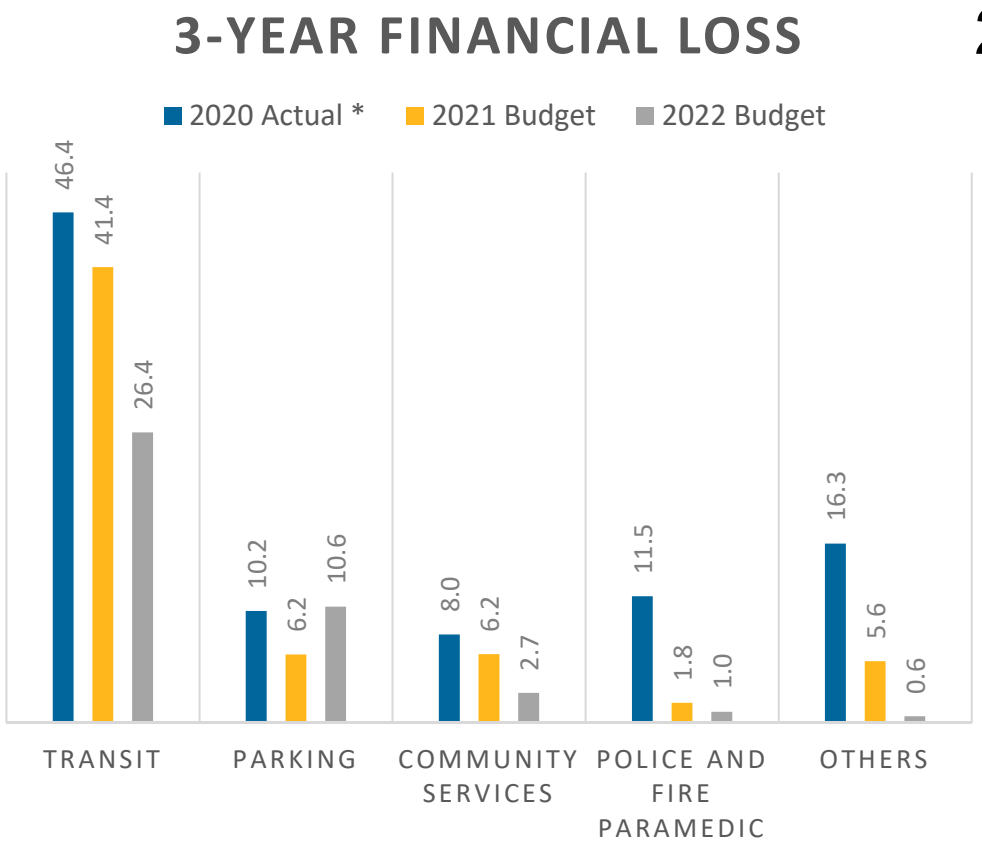
Notes:
Liquidity values represent liquidity as at the end of the given month.

City of Winnipeg Financial Stabilization Reserve

Actuals and Projection



COVID-19 Pandemic Impact to City 2022 Budget



* Before federal safe restart funding

2022 Budget shortfall: $41M

- Tax-supported - $10 million
  - Community Services
  - Parking dividend
  - PPE, cleaning & sanitizing
- Transit - $26 million

Note 1: Tax supported total including Transit $36 million

- Parking - $5 million

Note 2: Accommodations tax revenue - $3 million with offsetting reduction in expenses

Performance Measurements

Organizational Support Services

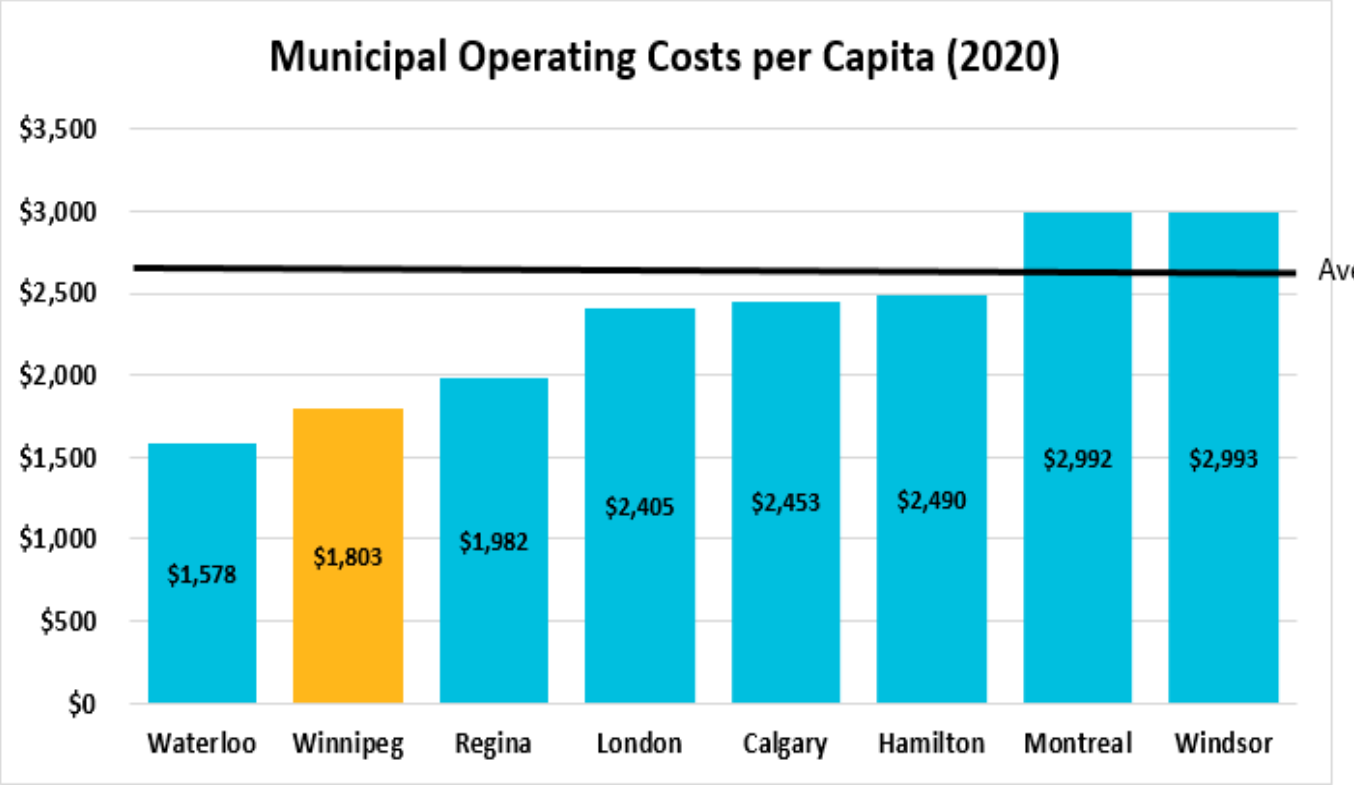
Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
To increase diversity, inclusion & employment equity across the organization.					
Perecent of Employees Self-Identifying as:					
Women [A]	29.9%	30.0%	29.3%	50.0%	50.0%
Indigenous [A]	9.7%	10.2%	10.7%	12.0%	12.0%
Persons with Disabilities [A]	2.7%	2.8%	2.9%	9.0%	9.0%
Racialized People [A]	14.9%	15.8%	16.2%	13.0%	13.0%
To improve workplace safety & health across the organization.					
Number of Departments SafeWork Certified	N/A	N/A	4	4	5
Organizational Lost Time Injury Rate	7.4%	7.9%	8.2%	8.6%	9.0%
Organizational Lost Time Injury Severity Rate (hours lost)	1,182	1,060	1,348	1,281	1,217
Workers Compensation Board related costs (in millions)	$10.6	$9.6	$11.8	$11.2	$10.6

Notes:

[A] Annually, an increase is targetted toward each respective diversity outcome. For example, the diversity target for employees self-identifying as women is ultimately 50%, but the target in 2021 and 2022 is an increase of any value toward that outcome.

Performance Measurements



	2016	2017	2018	2019	2020
Wpg. Trend	1,773	1,725	1,738	1,804	1,803

Source: Municipal Benchmarking Network Canada (MUN050/Population)

Winnipeg's operating cost per capita is lower than average ($2,626) compared to other major Canadian cities.

BALANCED OPERATING AND CAPITAL BUDGET







Balanced Budget Overview: Fast Facts for 2022 Budget

4-YEAR OPERATING* GROWTH RATE = 1.3% (1.5% IN 2020 MYB**)	$6.3 million = 1% PROPERTY TAX INCREASE	$57.0 MILLION BUSINESS TAXES
$524.9M Capital ($386.4M in 2021)	$38.6 million DIVIDENDS (UTILITIES AND SOAS)	$2.9 billion 6-YEAR CAPITAL ($2.3B IN 2021)

* Tax Supported Budget, before capital related expenditures

** Multi-Year Budget

Balanced Budget Overview: Service Based View

PRELIMINARY 2022 BALANCED BUDGET UPDATE				
Service Based Budget by Standing Policy Committee (in millions of $)	**FTEs**	**Operating Budget**	**Capital Budget**	**Reserves, Net Income / (Loss)**
Infrastructure Renewal and Public Works	2,258	(255.6)	281.6	(39.7)
Water and Waste, Riverbank Management and the Environment	977	(55.2)	126.8	83.6
Property and Development, Heritage and Downtown Development	589	14.6	4.8	(4.7)
Protection, Community Services and Parks	2,477	(298.0)	63.8	(2.9)
Winnipeg Police Board	1,944	(273.1)	5.1	-
Innovation and Economic Development	385	(23.3)	42.2	(3.6)
Executive Policy Committee	520	857.8	0.6	4.8
Total City	**9,150**	**(32.8)**	**524.9**	**37.5**

4-year tax supported budget increasing by an average of 2.2 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

Operating Budget Highlights

Budget Impacts – Not Projected in MYB[1], Included in Preliminary Balanced Budget	
Impact of COVID-19 [2]	Property tax revenue dedicated to operating budget for 2022 only
Response to pandemic: Economic recovery and community support	Transit subsidy – 24% increase in comparison to projection
Police pension plan rate adjustment	Investment in tree canopy
Reduction in Corporate Efficiencies / Expenditure Management ($30.7 million in 2022)	Transfer from Financial Stabilization Reserve and other reserves

Notes:

1. Adopted Multi-Year Budget (MYB) 2020 & 2021 Budget, 2022 to 2023 Projections – December 16, 2020
2. Based on best case scenario, 2021 economic update
3. Budgets / services impacted is not an exhaustive listing

Year 3 of the Balanced 4-Year Budget

	Significant budget changes (in millions of $):		2022 - 2023 Total
1	COVID - tax supported	9.7	
2	COVID - Transit	26.4	36.1
3	Police pension rate adjustment		12.5
4	Investment in tree canopy		4.0
5	National Day for Truth and Reconciliation		3.4
	Economic recovery and community support:		
6	Poverty & community safety supports, housing staff for the duration of federal Rapid Housing Initiative, increase to Indigenous Youth Strategy Grant to support the two life poles, public washroom operations & community supports for unsheltered homelessness	2.7	
7	Winnipeg Fire Paramedic Service mental health & addiction supports	0.9	
8	Waive fees for temporary patio program & street closures	0.2	3.7
9	Reduction in Corporate efficiencies		10.7
	Sub-total Mill rate support requirements		70.5
	How did we balance:		
10	Transfer from financial stabilization reserve	10.0	
11	Transfer from other reserves	11.2	21.2
12	One-time property tax revenue allocation in 2022		12.6
13	Expenditure control and refinement of estimates		11.0
14	Contract price adjustments		7.4
15	Projected Police savings to be determined by the Winnipeg Police Service		6.1
16	Transit 6% service reduction and unallocated retained earnings		5.9
17	Replace cash to capital with debt		5.4
18	Miscellaneous		0.9
	Sub-total Balancing Measures		70.5
	Mill Rate Support		**0.0**

2022 Revenue Highlights

Property Taxes - $682.1 million

- Equivalent of 2.00% tax increase dedicated to operations for 2022 only
- 0.33% dedicated to Transit infrastructure
- $23.5 million increase in comparison to 2021

Business Taxes - $57.0 million

- 4.84% rate (same as 2021), $44,220 Small Business Tax Credit ($44,200 in 2021), 55% of businesses exempted

Water and Sewer sales - $338.9 million

- $14.5 million increase over 2021

Transit Fares- $67.9 million

- $13.8 million increase over 2021

Government Grants - $199.3 million

Total Operating Revenue ($1.968 billion) consistent with 2022 budget projection ($1.970 billion)

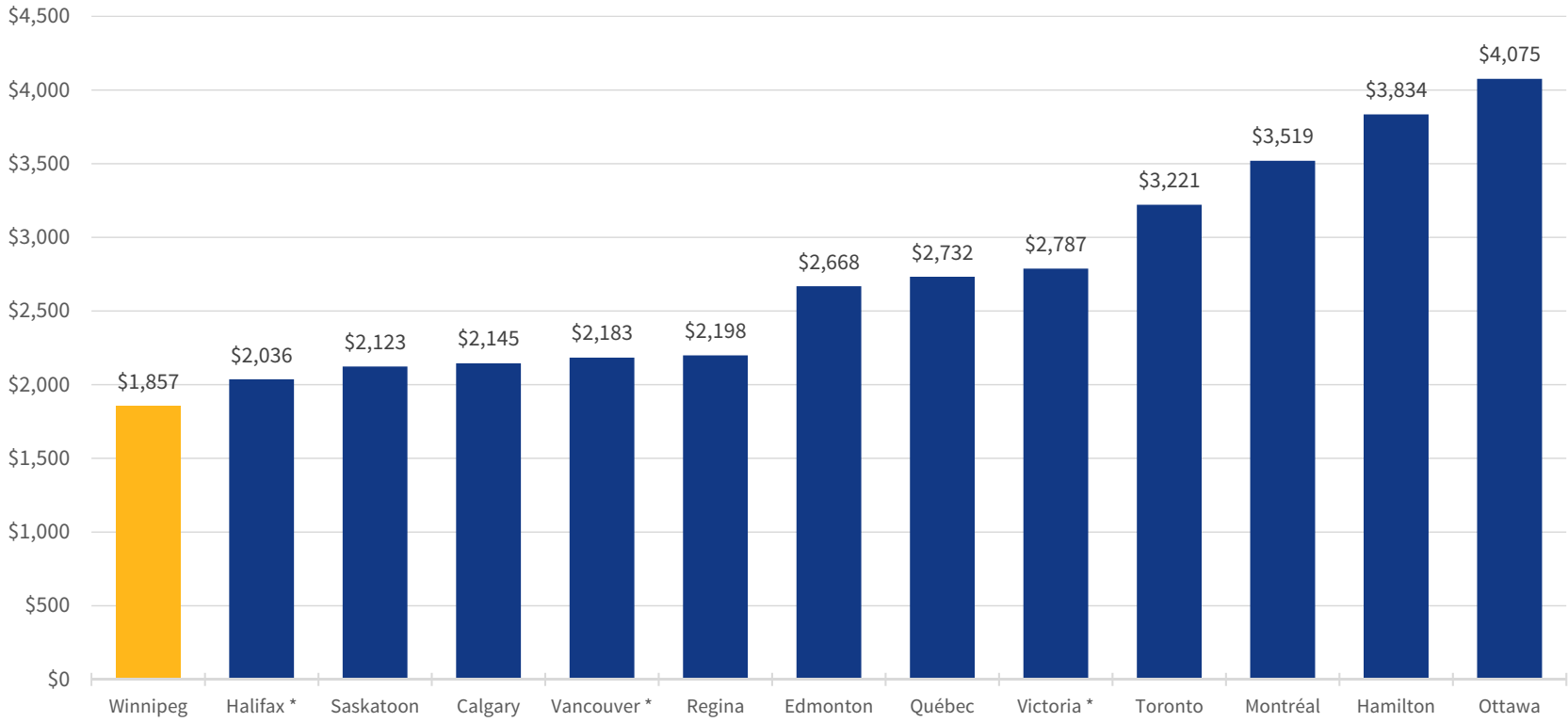
- Increase of $35.0 million in comparison to 2021

No NEW FEES

No increase to FRONTAGE LEVY RATE

2021 Municipal Property Tax

Comparison for Average Home



Sources: Various municipal government websites and media outlets.
** 2021 estimates based on preliminary information.*

Average Home Assessed at $313,590 in 2022

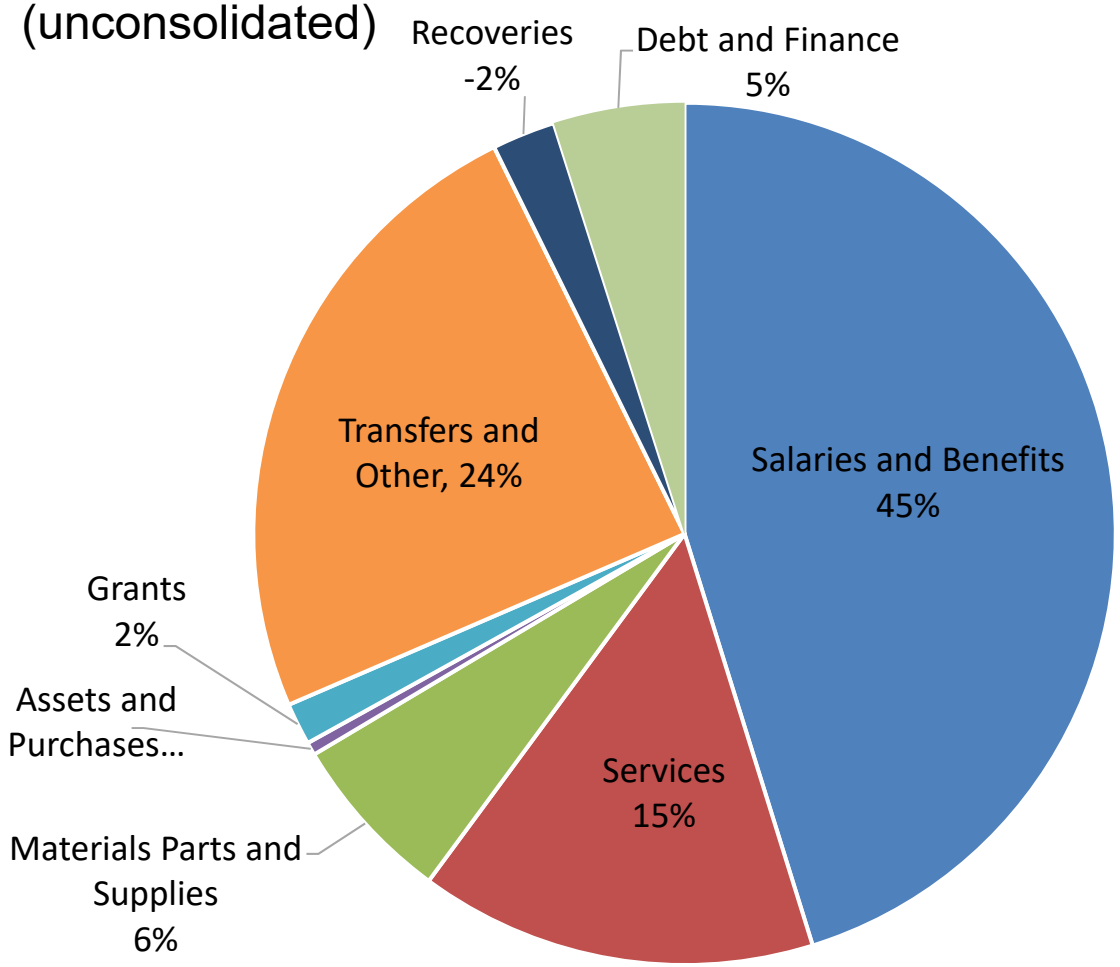


	2022	2021	Change	
Municipal property taxes (excludes school taxes)	$1,900	$ 1,857	$ 43	2.33%

12 cents per day on the average home

Operating Expense Overview

2022 Expenditures Budget Expenditures = $2.0 billion* (unconsolidated)



2022	in millions $
Salaries and Benefits	$ 949.4
Services	313.3
Materials Parts and Supplies	133.2
Assets and Purchases	10.2
Grants	33.2
Transfers and Other	508.3
Recoveries	(49.9)
Debt and Finance	103.1
Total Expenditures	**$ 2,000.8**
2021 total	$ 1,892.8
Year over Year Increase*	$ 108.0
% Increase	5.7%

*Includes a $80 million transfer from Sewage Disposal's Retained Earnings to Environmental Projects Reserve

Salary Budget and Full Time Equivalents

	2020 Adopted Budget	2021 Adopted Budget	2022 Preliminary	Increase / (Decrease)	2023 Projection
Full Time Equivalents *(number of FTEs)*	9,144.00	9,160.00	9,150.00	(10.00)	9,134.00
Salaries & Benefits *(in millions of $)*	$ 900.3	$ 926.3	$ 949.4	23.1	$ 967.5
Vacancy Management included in Salaries & Benefits *(in millions of $)*	$ *(18.1)*	$ *(18.5)*	$ *(19.3)*	$ *(0.8)*	$ *(19.3)*

Notes :

1. 2019 FTEs total = 9,129
2. 2022 Projection from 2021 Budget = 9,139 FTEs
3. 10.00 FTE decrease in 2022 in comparison to 2021 primarily due to decreases in Community Services (6) and Innovation and Technology (11), offset by increase in Fire Paramedic Service (+8).

Reserve Projections

Financial Stabilization Reserve	Multi-Year Budget 2021	2022	2023	Forecast 2021	2022	2023
Ending balance	$ 95.2	$ 106.6	$ 107.4	$ 78.4	$ 83.8	$ 78.4
Target balance	$ 70.8	$ 71.2	$ 73.4	$ 70.8	$ 71.7	$ 73.7

In Millions of $	2021 Forecast Balance	2022 Net Income / (Loss)	2022 Balance	2023 Balance
Capital & Special Purpose	312.7	32.1	344.8	348.1

Capital Budget Summary

In Millions of $	2021 Budget	2022 Preliminary	2023 - 2027 Forecast	6-year Total
Tax Suppported	$ 224.2	$ 278.7	$ 1,017.1	$ 1,295.8
Utilities	143.8	229.2	1,280.3	1,509.5
Special Operating Agencies	18.4	17.0	83.7	100.7
Total 2022 Preliminary Capital	**$ 386.4**	**$ 524.9**	**$ 2,381.1**	**$ 2,906.0**
Rebudget Amounts	(2.6)	(14.6)	(5.1)	(19.7)
Net Capital Investment	*$ 383.8*	*$ 510.3*	*$ 2,376.0*	*$ 2,886.3*

2021 Adopted 6-year Capital Budget	$2,278.7
2022 Preliminary Budget Increase over 2021	$627.3

Economic Impact Assessment:

2022 to 2027 Capital Budget

Economic Impact	Manitoba	Rest of Canada
Gross Domestic Product	$1,341.8 million	$375.3 million
Person Years of Employment	10,862	2,609
Federal Government Tax Revenue	$153.0 million	$41.2 million
Provincial Government Tax Revenue	$147.5 million	N/A

Strategic Investments

Key Projects (in millions of $)	6-year Total
Regional and Local Street Renewal *	$ 872.9
Water and Sewer Main Renewals	242.0
Southwest Interceptor	95.4
Fleet Asset Acquisitions	94.0
St. Vital Bridge	44.9
Water Meter Renewals	77.0
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)	39.7
Assiniboine Park Conservancy Infrastructure and Sustainability	32.4
Urban Forest Renewal Program	28.6
Fire Stations - St. Boniface Industrial Area and Windsor Park, Waverley West, Silver Heights and modular mobile station	27.3

* Streets – increase of $12.5 million in 2022 (total $164.7 million) in comparison to 2021 budget

Strategic Investments (continued)

- Facilities to help people get back to the “new normal” by investing in recreation and library facilities - $50.0 million (2021 and 2022 to 2023)

- Significant investment in Transit through the Investing in Canada Infrastructure Program over multi-year budget period:
  - Government of Canada $ 193.3
  - Province of Manitoba 161.2
  - City of Winnipeg 155.8

  TOTAL $ 510.2 million

- Reinvesting $43.9 million Canada Community-Building Fund in the community

- Airport Area West Water and Sewer Servicing (Phase 1A) – $20 million City funds (net of land purchase) subject to equal partnership with the Provincial and Federal Governments

Strategic Investments (continued)

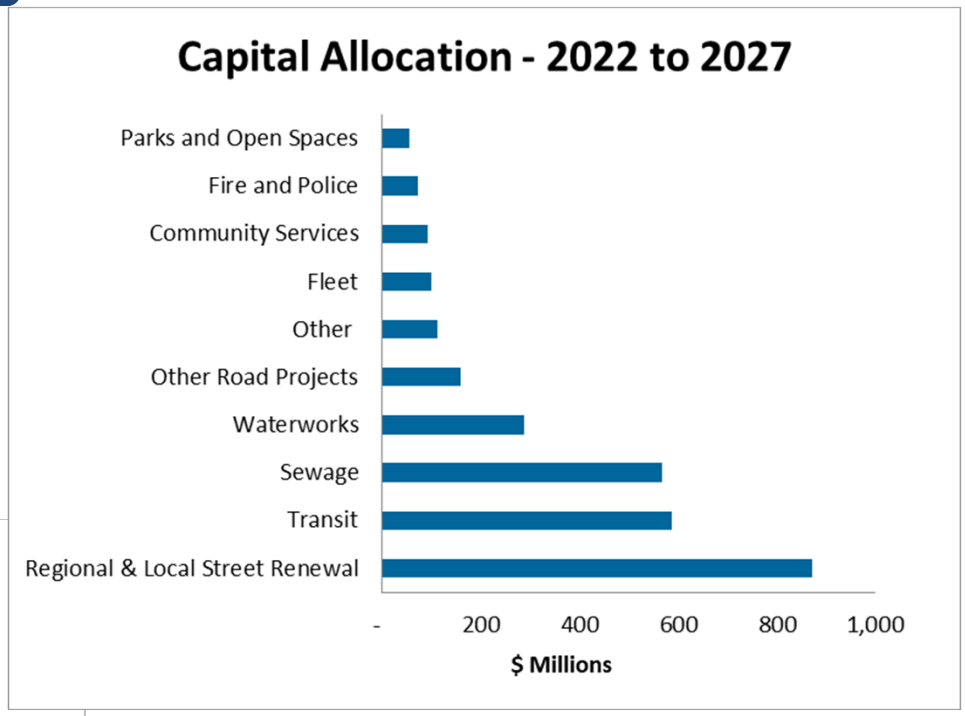


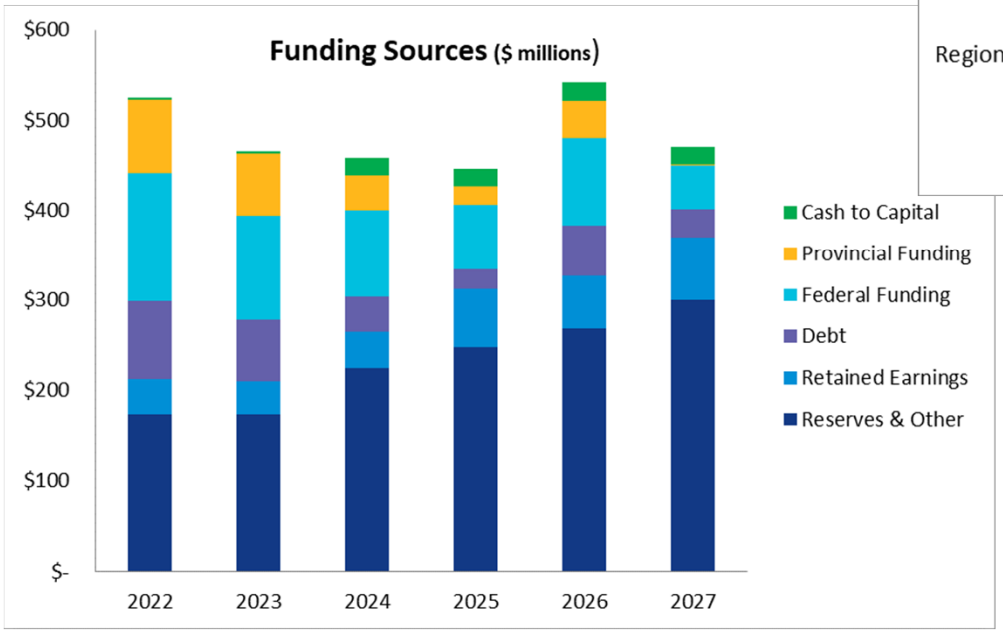
- Strategic Infrastructure Plan for Sustainable Social and Economic Development
  - Phase 1: Investigation of existing water and sewer capacity - $3 million
  - Phase 2: Identification of capacity to promote infill and accommodate new communities
  - Future Phases: Identification of city infrastructure to support trade and commerce
    - Plan and estimated cost for phase 2 and future phases referred to 2023 budget process

- Investment for the future that protects the environment
  - Combined Sewer Overflow and Basement Flood Management Strategy - $240 million over six years
  - Active Transportation - $24.3 million over six years

- Buses for partial transition of Transit Plus service in-house

Capital Budget Highlights





Capital Budget Changes

	Project ($000's)	2022 Preliminary Budget	2023 - 2026 Total	2027 (New)	6-year Total
Council Approved Forecast		**391.3**	**1,501.0**		**1,892.3**
Increase (Decrease) From Forecast:					
a.	Transit ICIP Application	70.6	339.5		**410.1**
b.	Canada Community-Building Fund One-time Top Up	37.5	6.4		**43.9**
c.	Airport Area West Water and Sewer Servicing	21.0			**21.0**
d.	Combined Sewer Overflow and Basement Flood Management Strategy		45.0	15.0	**60.0**
e.	Other Changes	4.5	18.7		**23.2**
f.	2027 Submission			455.5	**455.5**
Total Changes		133.6	409.6	470.5	1,013.7
Preliminary Capital Budget		**524.9**	**1,910.6**	**470.5**	**2,906.0**

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

The following slide provides the Council adopted limits and debt metrics as at December 31, 2020.

Debt Metrics

	Maximum	12/ 31/2020	Forecast Peak
Debt as a % of Revenue			
City	90.0 %	78.1 %	78.8 %
Tax-supported & other funds	80.0 %	51.7 %	60.2 %
Utilities & other	220.0 %	79.5 %	80.3 %
Debt-servicing as a % of Revenue			
City	11.0 %	5.1 %	5.7 %
Tax-supported & other funds	10.0 %	3.7 %	4.8 %
Utilities & other	20.0 %	4.6 %	7.1 %
Debt per capita			
City	$ 2,800	$ 1,875	$ 2,017
Tax-supported & other funds	$ 1,500	$ 1,017	$ 1,145
Utilities & other	$ 1,500	$ 751	$ 870

Debt Strategy - Credit Rating

S&P Global – AA/Stable/since January 2003 (Reaffirmed November 2021) based on the following strengths:

- The city's diversified economy will support a relatively rapid return to pre-pandemic growth and revenue generation capacity in the medium term
- Winnipeg's efforts to reduce spending, while continuing to deliver essential services, including transit, tougher with strong federal and provincial support, have spared its financial results in the past two years
- Winnipeg's prudent financial management, adequate debt burden, and robust liquidity will help to sustain the city's creditworthiness in the longer term
- The city remains committed to maintaining and improving city assets, especially roads, and will keep delivering on it substantial capital plan. As a result, Winnipeg will continue to run after-capital deficits and issue debt, as planned
- Despite temporary weakness, its fiscal results will remain strong overall, and its debt burden will be management and comparable with that of similarly rated municipalities

Debt Strategy - Credit Rating

Moody's – Aa2 Stable

- In June 2021, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable and noted the following:

Credit Strengths

- Economic diversity and federal support provide buffer against operating and economic pressures
- Strong debt affordability and capital market access supports elevated debt burden
- Sound governance and management structure and mature institutional framework

Credit Challenges

- Transit weakness will continue to pressure operating results
- The need to support capital infrastructure will keep debt levels elevated
- Reserve balances will weaken, but overall liquidity remains strong



Budget Outlook

Balanced Budget Outlook

Multi-year Budget

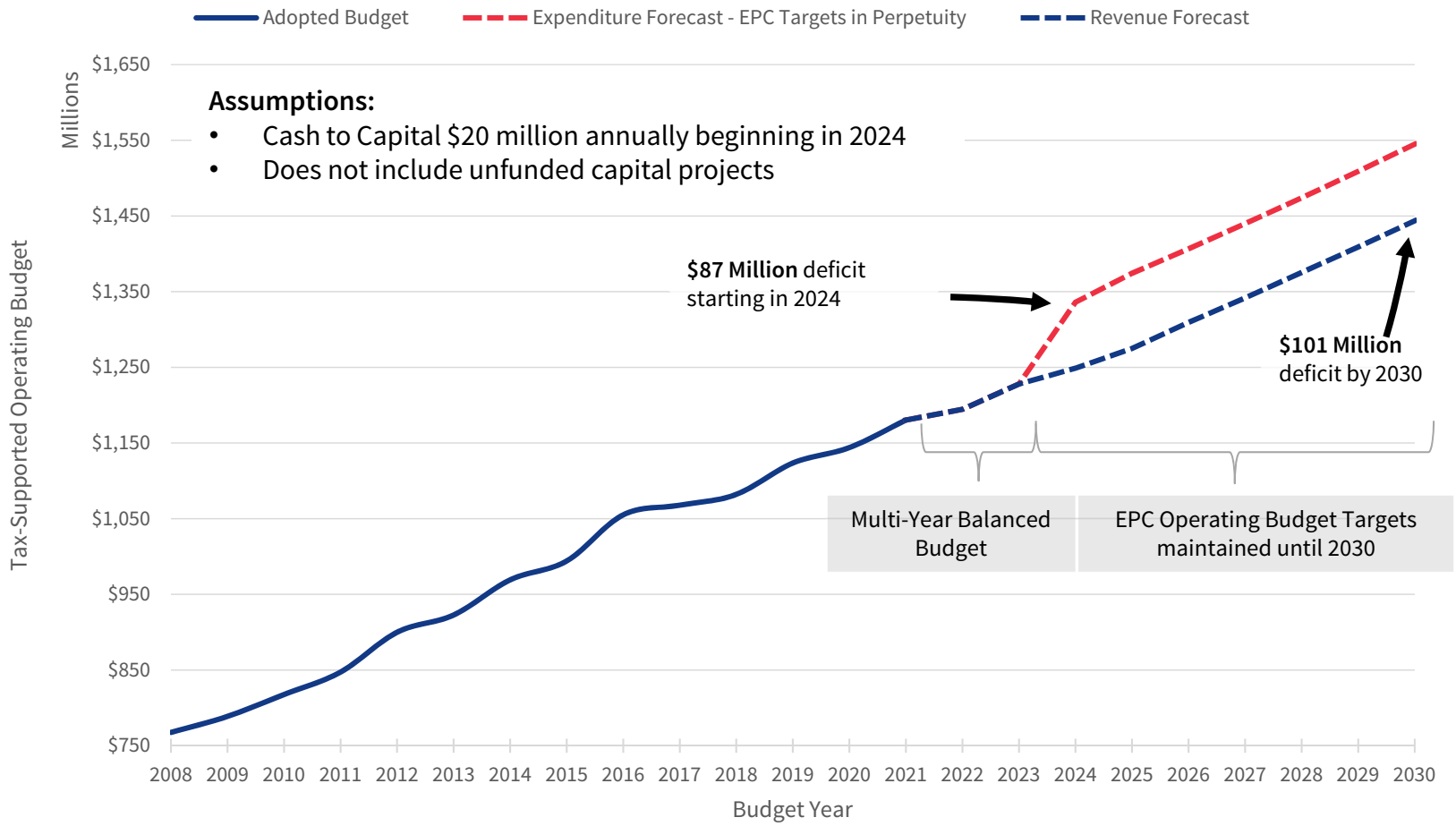
- Focused on maintaining the balanced operating budget (2022 to 2023) and 6-year capital program



- Next steps:
  - Annual budget review and update
    - 2022 budget update by current Council
    - 2023 budget update by the next Council
  - New multi year budget cycle 2024 to 2027 with balanced operating and capital budgets
  - Alignment of OurWinnipeg, Strategic Priorities Action Plan and the Corporate Strategic Plan with this next budget cycle

Budget Outlook

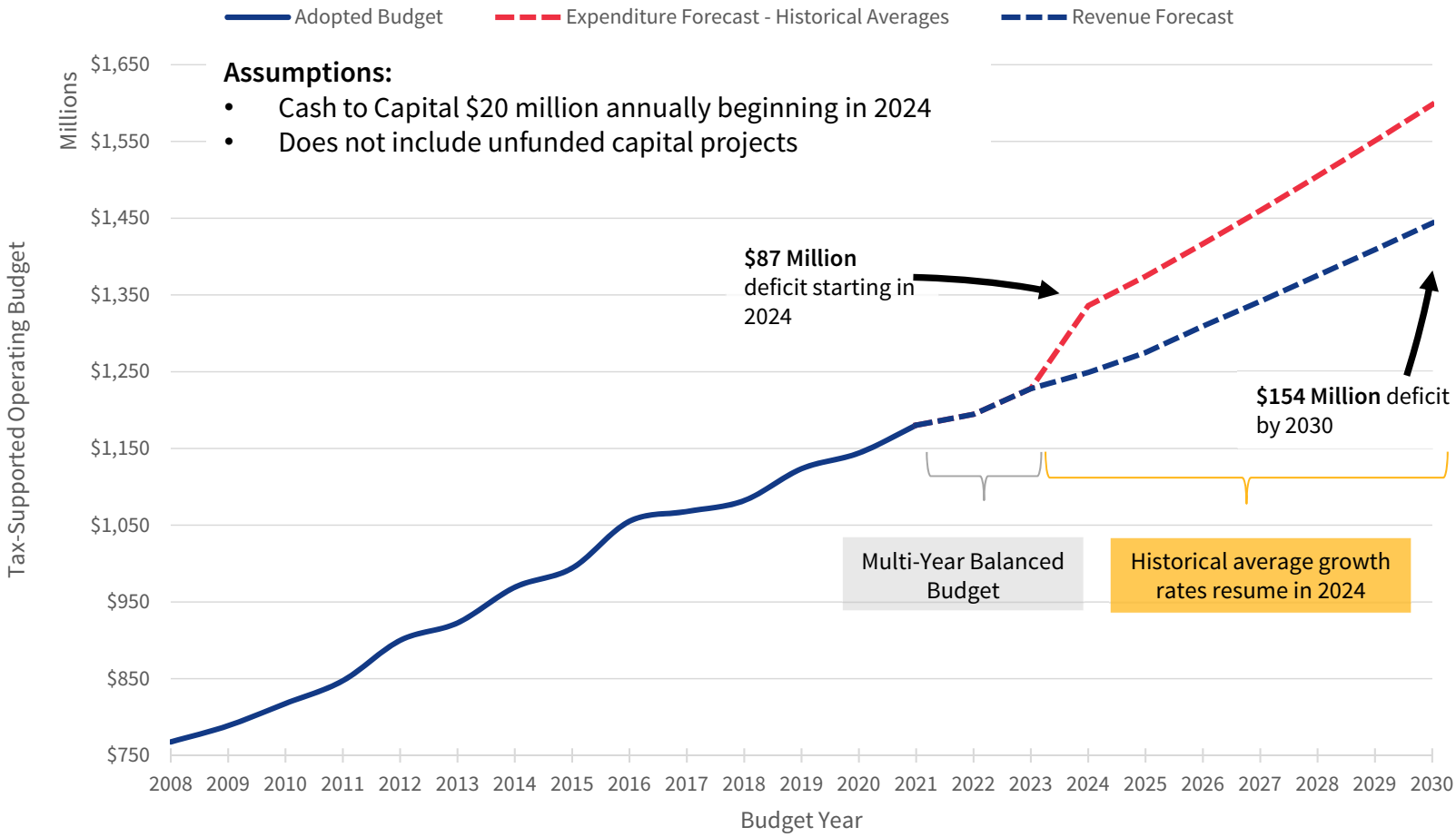
Tax-Supported Operating Budget Forecast – If EPC Targets maintained until 2030



Source: City of Winnipeg Economic Research

Budget Outlook

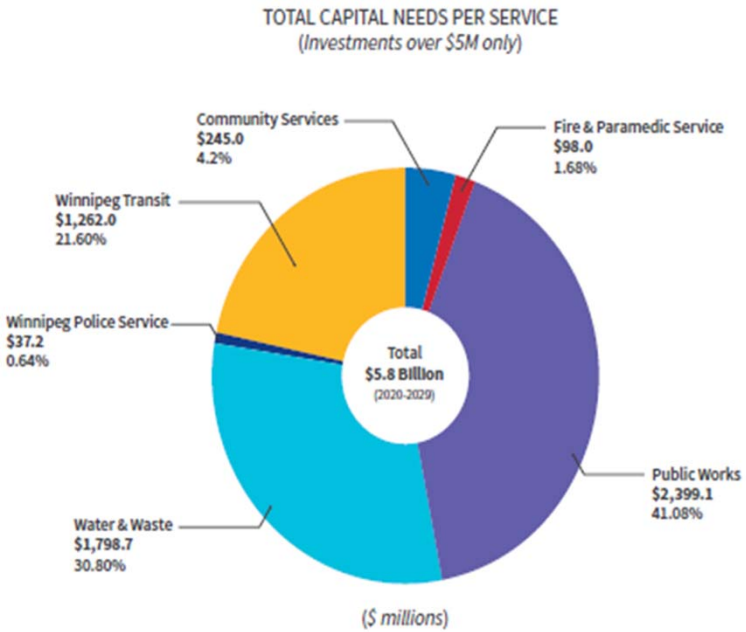
Tax-Supported Operating Budget Forecast – If Historical Average Growth Rates Resume in 2024



Budget Outlook

- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is not sustainable

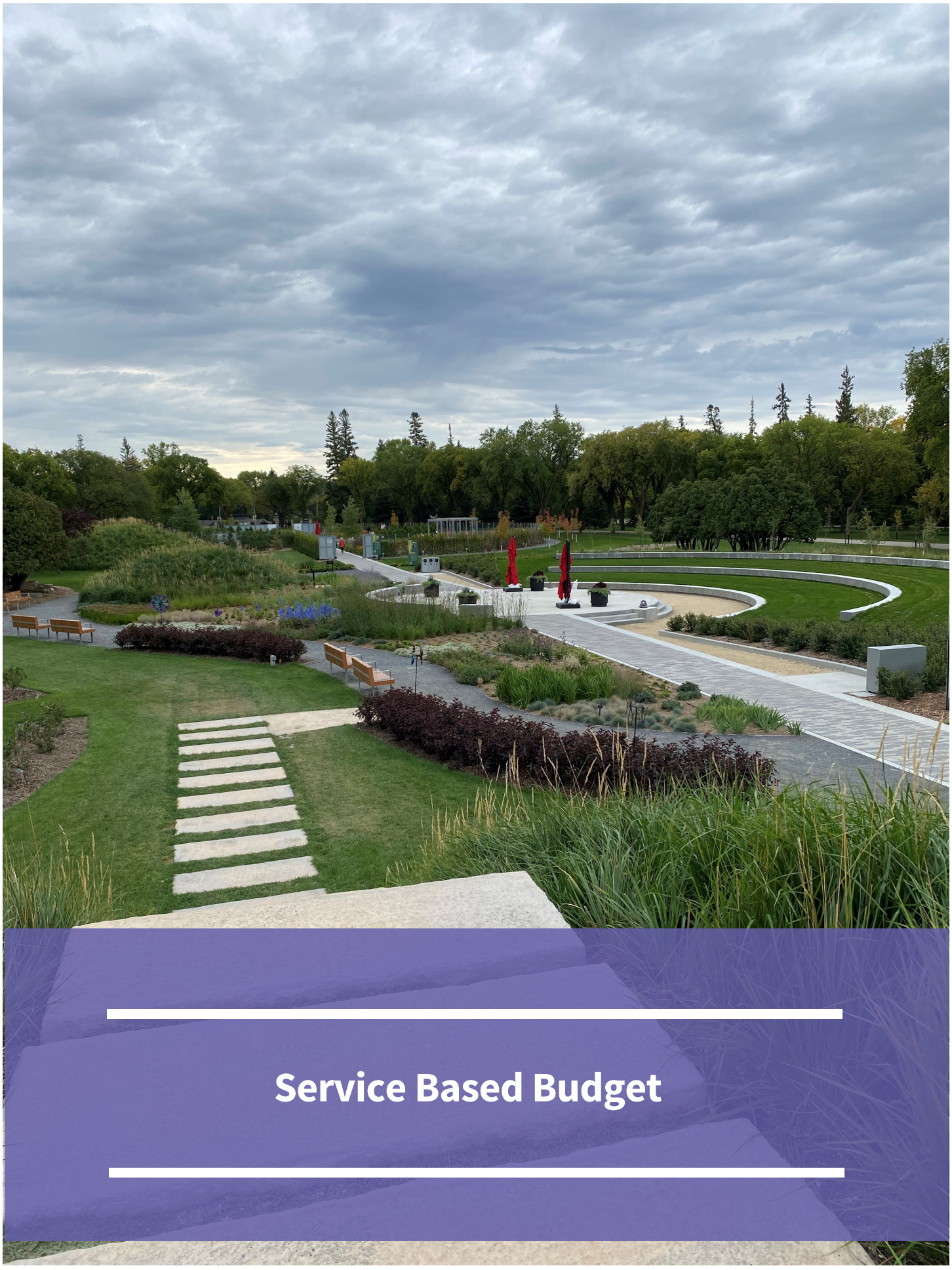
- Operating and Capital Budgets
  - New long-term growth revenue sources will be required in the future to address the future years operational deficit and unfunded capital forecast.
  - Based on the 2018 State of the Infrastructure Report, Winnipeg's infrastructure deficit over 10 years was estimated 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 26, 2021	Special Executive Policy Committee Meeting to Table Multi-Year Balanced Budget
Monday, November 29, 2021	Standing Policy Committee on Innovation and Economic Development (Special Meeting)
Tuesday, November 30, 2021	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Special Meeting)
Friday, December 3, 2021	Winnipeg Police Board (Regular Meeting)
Saturday, December 4, 2021	Standing Policy Committee on Infrastructure Renewal and Public Works (Special Meeting)
Monday, December 6, 2021	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Special Meeting)
Tuesday, December 7, 2021	Standing Policy Committee on Protection, Community Services and Parks (Special Meeting)
Friday, December 10, 2021	Executive Policy Committee to hear delegations on Budget (Special Meeting)
Tuesday, December 14, 2021	Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations (Special Meeting)
Wednesday, December 15, 2021	Council to consider Multi-Year Balanced Budget (Special Meeting)



Service Based Budget

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2022 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Page #	Services (millions of $)	2022 Budget			2023 Net Revenue/ (Cost)
		Service Revenue	Investment (Cost)	Net	
101	Roadway Construction and Maintenance	69.093	145.737	(76.644)	(102.796)
104	Transportation Planning and Traffic Management	3.016	32.230	(29.214)	(30.407)
107	Roadway Snow Removal and Ice Control	0.011	34.707	(34.696)	(34.860)
110	*Public Transit*	212.314	212.314	-	-
	Public Transit - Subsidy	-	97.633	(97.633)	(82.800)
113	City Beautification	0.007	17.463	(17.456)	(17.636)
	Infrastructure Renewal and Public Works	284.441	540.084	(255.643)	(268.500)
119	*Water*	145.072	127.766	17.306	18.349
122	*Wastewater*	211.243	261.241	(49.998)	35.291
125	*Land Drainage and Flood Control*	5.277	5.707	(0.430)	(0.433)
128	Solid Waste Collection	1.194	22.390	(21.196)	(22.756)
130	*Solid Waste Disposal (4)*	14.520	14.278	0.242	(0.103)
133	*Recycling and Waste Diversion (4)*	36.963	38.039	(1.076)	(1.942)
	Water and Waste, Riverbank Management and the Environment	414.269	469.421	(55.152)	28.406
139	City Planning	0.001	2.020	(2.019)	(2.075)
142	Neighbourhood Revitalization	1.162	2.175	(1.012)	(2.032)
144	Development Approvals, Building Permits and Inspections	31.578	21.507	10.070	10.810
147	Heritage Conservation	-	0.305	(0.305)	(0.312)
149	Property Asset Management	20.801	12.186	8.615	3.388
152	*Municipal Accommodations*	73.391	73.391	-	-
154	Cemeteries	1.871	2.624	(0.754)	(0.710)
	Property and Development, Heritage and Downtown Development	128.803	114.208	14.595	9.069
159	Fire and Rescue Response	5.439	145.707	(140.268)	(143.189)
162	Fire and Injury Prevention	1.215	6.721	(5.506)	(5.630)
165	Medical Response	67.260	67.260	-	-
168	Emergency Management	-	1.403	(1.403)	(1.425)
170	Recreation	11.387	59.579	(48.192)	(47.612)
173	Parks and Urban Forestry	1.635	40.494	(38.859)	(39.773)
177	Community Liveability	1.323	8.853	(7.530)	(7.760)
180	Libraries	2.312	32.262	(29.950)	(30.278)
183	Arts, Entertainment and Culture	-	21.202	(21.202)	(21.799)
186	Insect Control	4.807	9.916	(5.109)	(8.236)
	Protection, Community Services and Parks	95.376	393.395	(298.019)	(305.703)
191	Police Response	26.354	263.745	(237.391)	(243.990)
194	Crime Prevention	1.443	36.682	(35.239)	(35.864)
197	Traffic Safety and Enforcement	19.250	19.684	(0.434)	(0.698)
	Winnipeg Police Board	47.047	320.111	(273.064)	(280.552)
203	Innovation, Transformation and Technology	-	23.806	(23.806)	(27.251)
206	Economic Development	2.186	1.609	0.577	(1.631)
209	*Winnipeg Fleet Management Special Operating Agency (SOA)*	49.292	49.289	0.003	0.001
211	*Winnipeg Parking Authority Special Operating Agency (SOA)*	18.395	18.128	0.267	(0.014)
214	*Golf Services Special Operating Agency (SOA)*	3.737	2.805	0.932	0.954
216	*Animal Services Special Operating Agency (SOA)*	3.416	3.935	(0.519)	(0.073)
	Animal Control and Care - Subsidy	-	0.771	(0.771)	(1.271)
	Innovation and Economic Development	77.026	100.343	(23.317)	(29.285)
221	Organizational Support Services	1.121	28.214	(27.093)	(27.858)
225	Assessment, Taxation and Corporate	919.337	16.250	903.088	945.668
229	Contact Centre - 311	-	4.343	(4.343)	(4.529)
231	Council Services	0.566	14.462	(13.896)	(14.459)
	Executive Policy Committee	921.024	63.268	857.756	898.822
	Total City Services	**1,967.987**	**2,000.830**	**(32.844)**	**52.257**

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.

2022 Preliminary Operating Budget - Staff Summary
Tax Supported, Utilities and SOAs

Page #	Services	Full-time Equivalent Positions					
		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2022 Compared to 2021 Variance*	2023 Projection
102	Roadway Construction and Maintenance	142	229	229	226	(3)	226
105	Transportation Planning and Traffic Management	154	165	165	163	(2)	163
108	Roadway Snow Removal and Ice Control	133	133	133	131	(2)	131
111	Public Transit	1,553	1,605	1,624	1,619	(5)	1,620
	Public Transit - Subsidy			-	-	-	-
114	City Beautification	135	120	120	119	(1)	119
	Infrastructure Renewal and Public Works	2,117	2,252	2,271	2,258	(13)	2,259
120	Water	396	404	404	404	-	404
123	Wastewater	413	413	413	414	1	414
126	Land Drainage and Flood Control	27	27	27	28	1	28
129	Solid Waste Collection	14	17	12	12	-	12
131	Solid Waste Disposal	36	40	40	39	(1)	39
134	Recycling and Waste Diversion	75	81	81	80	(1)	80
	Water and Waste, Riverbank Management and the Environment	961	982	977	977	-	977
140	City Planning	18	20	20	18	(2)	17
143	Neighbourhood Revitalization	1	1	1	3	2	3
145	Development Approvals, Building Permits and Inspections	224	206	208	213	5	202
148	Heritage Conservation	3	3	2	2	-	2
150	Property Asset Management	45	47	46	44	(2)	44
152	Municipal Accommodations	259	286	286	283	(3)	284
155	Cemeteries	25	24	26	26	-	26
	Property and Development, Heritage and Downtown Development	575	587	589	589	-	578
160	Fire and Rescue Response	926	919	920	931	11	931
163	Fire and Injury Prevention	41	42	42	44	2	44
166	Medical Response	416	411	422	417	(5)	417
169	Emergency Management	9	9	9	9	-	9
171	Recreation	273	378	376	370	(6)	370
174	Parks and Urban Forestry	318	311	310	307	(3)	308
178	Community Liveability	65	56	57	60	3	59
181	Libraries	216	275	270	267	(3)	267
184	Arts, Entertainment and Culture	4	6	6	6	-	6
187	Insect Control	66	67	66	66	-	66
	Protection, Community Services and Parks	2,334	2,474	2,478	2,477	(1)	2,477
192	Police Response	1,572	1,554	1,558	1,575	17	1,575
195	Crime Prevention	282	297	294	277	(17)	277
198	Traffic Safety and Enforcement	85	91	91	92	1	92
	Winnipeg Police Board	1,939	1,942	1,943	1,944	1	1,944
204	Innovation, Transformation and Technology	158	166	167	156	(11)	156
207	Economic Development	1	3	3	6	3	6
210	Winnipeg Fleet Management (SOA)	116	119	109	109	-	109
212	Winnipeg Parking Authority (SOA)	53	62	63	63	-	63
215	Golf Services (SOA)	19	24	24	24	-	24
217	Animal Services (SOA)	24	27	27	27	-	27
	Innovation and Economic Development	371	401	393	385	(8)	385
223	Organizational Support Services	218	217	223	229	6	230
226	Assessment, Taxation and Corporate	118	130	130	130	-	130
230	Contact Centre - 311	80	80	75	74	(1)	75
233	Council Services	76	79	81	87	6	79
	Executive Policy Committee	492	506	509	520	11	514
	Total City Services	**8,789**	**9,144**	**9,160**	**9,150**	**(10)**	**9,134**

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

2022 Preliminary Budget
Capital and Reserves

Page #		Capital			Reserve
		2022 Budget	5-Year Forecast	6-Year Total	2022 Net Income / (Loss)
103	Roadway Construction and Maintenance	175.963	825.406	1,001.369	(39.633)
106	Transportation Planning and Traffic Management	5.430	25.849	31.279	
109	Roadway Snow Removal and Ice Control		0.478	0.478	
112	*Public Transit*	99.915	486.533	586.448	(0.127)
115	City Beautification	0.326	1.044	1.370	
	Infrastructure Renewal and Public Works	281.634	1,339.310	1,620.944	(39.760)
121	*Water*	33.715	254.900	288.615	11.863
124	*Wastewater*	77.820	490.330	568.150	74.068
127	*Land Drainage and Flood Control*	9.112	22.285	31.397	
132	*Solid Waste Disposal*	6.170	16.360	22.530	(2.311)
135	*Recycling and Waste Diversion*		0.450	0.450	
	Water and Waste, Riverbank Management and the Environment	126.817	784.325	911.142	83.620
141	City Planning	0.700		0.700	
143	Neighbourhood Revitalization				(0.451)
146	Development Approvals, Building Permits and Inspections	1.019	0.200	1.219	(0.928)
148	Heritage Conservation	0.100	0.200	0.300	(0.088)
151	Property Asset Management				(3.718)
153	*Municipal Accommodations*	2.804	9.483	12.287	
156	Cemeteries	0.150	0.224	0.374	0.506
	Property and Development, Heritage and Downtown Development	4.773	10.107	14.880	(4.679)
161	Fire and Rescue Response	20.283	27.775	48.058	
172	Recreation	22.233	28.977	51.210	
176	Parks and Urban Forestry	11.848	43.603	55.451	(0.360)
179	Community Liveability	1.000		1.000	
182	Libraries	2.875	4.350	7.225	
185	Arts, Entertainment and Culture	5.525	27.125	32.650	
187	Insect Control				(2.500)
	Protection, Community Services and Parks	63.764	131.830	195.594	(2.860)
193	Police Response	5.047	19.966	25.013	
	Winnipeg Police Board	5.047	19.966	25.013	
205	Innovation, Transformation and Technology	5.288	9.892	15.180	(0.768)
208	Economic Development	20.000		20.000	(2.848)
210	*Winnipeg Fleet Management (SOA)*	16.793	82.769	99.562	
213	*Winnipeg Parking Authority (SOA)*	0.153	0.963	1.116	
	Innovation and Economic Development	42.234	93.624	135.858	(3.616)
228	Assessment, Taxation and Corporate	0.497	1.157	1.654	4.769
230	Contact Centre - 311		0.311	0.311	
234	Council Services	0.110	0.500	0.610	
	Executive Policy Committee	0.607	1.968	2.575	4.769
	Total City Services	**524.876**	**2,381.130**	**2,906.006**	**37.474**

Note: 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 2022 Preliminary Budget.

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Infrastructure Renewal and Public Works

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

Provide Winnipeggers and visitors with access to well-maintained roadways, sidewalks, pathways and bridges in order to ensure the safe, efficient movement of people, goods and services.

OurWinnipeg 2045: City Building

Key Goals

1. Provide quality transportation infrastructure by ensuring the road, sidewalk and pathway networks are in 'good' condition and are 'fit for purpose'.
2. Ensure roads, sidewalks and pathways are safe and accessible at all times by providing adequate maintenance.
3. Enable safe waterway crossings and grade separations by ensuring bridges and supporting infrastructure are maintained and meet all regulatory requirements.
4. Design and construct new transportation infrastructure in an environmentally sustainable manner and address social and aesthetic considerations.

Service Level Statistics

Description	2017	2018	2019	2020
Capital renewal of regional streets (lane-km) [A]	27.7	33.6	32.2	53.0
Capital renewal of local streets (lane-km) [B]	96.0	94.4	62.2	75.0
Capital renewal of alleys (lane-km)	3.6	7.6	0.0	5.4
Dust control applied to gravel roads and lanes (km)	208	261	113	166
Percent of chip seal roadway inventory renewed	14.7%	18.2%	15.7%	11.7%
Hard surface pavements - localized repairs (excl. overlays) (m2)	53,819	46,251	60,356	46,325
Number of potholes filled on hard surface pavements	n/a	192,045	186,936	157,367
Concrete sidewalks repaired (m2)	7,726	8,074	10,146	10,132
Major bridge rehabilitations	3 locations $17,333,000	8 locations $23,555,000	5 locations $24,586,000	8 locations $6,055,070
Significant bridge maintenance repair works	26 locations $1,435,000	22 locations $506,000	25 locations $484,182	20 locations $351,650
Roadway transferred from developers (lane-km)	54.8	31.3	25.1	25.2
Capital addition of regional streets (lane-km)	0.6	0.0	0.0	0.0
Capital addition of surfaced alleys (lane-km)	3.5	1.6	1.6	2.3

[A] Previously reported as two measures: Capital reconstruction of regional streets (lane-km) and capital rehabilitation of regional streets (lane-km)

[B] Previously reported as two measures: Capital reconstruction of local streets (lane-km) and capital rehabilitation of local streets (lane-km)

Roadway Construction and Maintenance

Contributing Departments
Public Works 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projected
Service revenue	69.550	68.709	68.892	69.093		69.507
Provincial funding (service specific)	-	-	-	-		-
Revenues	**69.550**	**68.709**	**68.892**	**69.093**	**1**	**69.507**
Salaries and benefits	17.666	18.635	18.791	18.929		19.251
Services	16.464	18.055	17.789	17.599		17.596
Materials, parts, and supplies	7.106	8.497	8.603	8.547		8.586
Assets and purchases	0.049	0.036	0.037	0.036		0.037
Grants, transfers and other	4.042	1.764	1.788	1.757		1.762
Recoveries	(8.567)	(12.022)	(12.015)	(12.079)		(12.073)
Operating Expenses	**36.760**	**34.965**	**34.995**	**34.789**		**35.160**
Transfer to Capital	5.224	5.880	1.678	1.525		1.478
Transfer to Capital - Frontage Levy	10.000	10.000	10.000	10.000		10.000
Transfer to Local Street Renewal Reserve	41.270	41.270	47.370	47.370		64.670
Transfer to Regional Street Renewal Reserve	36.770	36.770	42.870	42.870		51.170
Debt and finance charges	9.862	9.450	8.788	9.183		9.824
Total Expenses	**139.887**	**138.336**	**145.701**	**145.737**	**2**	**172.303**
Mill Rate Support/(Contribution)	**70.337**	**69.626**	**76.809**	**76.644**		**102.796**
Full-time Equivalent Positions	**142**	**229**	**229**	**226**		**226**

Explanation of 2022 change from 2021

(in millions of $)

1 Revenues

Increase in frontage levy revenue	0.233
Decrease in revenues related to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department	(0.103)
Miscellaneous adjustments	0.071
	0.201

2 Expenses

Increase in debt and finance charges	0.395
Increase in salaries and benefits before transfer of Equipment Operator Training Branch	0.320
Decrease in fleet related expenditures	(0.302)
Decrease in salaries and benefits due to transfer of Equipment Operator Training Branch	(0.182)
Transfer to Capital	(0.153)
Decrease in non-salary expenditures due to transfer of Equipment Operator Training Branch	(0.072)
Miscellaneous adjustments	0.030
	0.036

Roadway Construction and Maintenance

Full-time Equivalent Positions

Decrease of 2 FTEs due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department and 1 FTE related to approved position addition and deletions reflecting departmental operational requirements.

Note: 2020 actual FTEs reflect the impacts of the COVID-19 pandemic.

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Bridge Constr & Maint	Revenue	9.979	10.007	10.007	10.000	10.000
	Operating expenses	2.942	2.859	2.792	2.773	2.816
	Transfer to Capital	11.456	13.128	11.478	11.478	11.478
		4.419	5.980	4.263	4.251	4.294
Regl Streets Constr & Maint	Revenue	29.672	29.458	29.545	29.644	29.817
	Operating expenses	20.113	19.237	19.466	19.659	20.238
	Transfer to Capital	39.498	38.345	43.070	42.894	51.170
		29.940	28.123	32.991	32.910	41.591
Local Streets Constr & Maint	Revenue	26.121	25.657	25.740	25.815	26.012
	Operating expenses	19.135	18.675	17.840	17.795	18.072
	Transfer to Capital	41.452	41.270	47.370	47.393	64.670
		34.466	34.288	39.470	39.373	56.730
Regl Sidewalk Constr & Maint	Revenue	1.024	0.999	1.002	1.011	1.023
	Operating expenses	1.171	0.962	0.975	1.001	1.044
	Transfer to Capital	0.795	0.589	-	-	-
		0.942	0.552	(0.027)	(0.010)	0.021
Local Sidewalk Constr & Maint	Revenue	2.754	2.588	2.598	2.623	2.655
	Operating expenses	3.261	2.682	2.710	2.743	2.814
	Transfer to Capital	0.063	0.589	-	-	-
		0.570	0.683	0.112	0.120	0.159
Mill Rate Support/(Contribution)		**70.337**	**69.626**	**76.809**	**76.644**	**102.796**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Canada Community-Building Fund Reserve	1.416	52.920	13.449	3.541
- Local Street Renewal Reserve	0.685	0.684	0.572	0.460
- Regional Street Renewal Reserve	0.347	0.347	0.297	0.247

Note: Balances in Canada Community-Building Fund Reserve include Winnipeg Transit, Community Services, Fire Paramedic Service, and Municipal Accommodations portions.

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	175.963	825.406	1,001.369

Transportation Planning and Traffic Management

Includes:

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

Description

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

OurWinnipeg 2045: Economic Prosperity

Key Goals

1. Improve the safety and accessibility of the active transportation network by expanding pedestrian and cycling corridors to promote use by people of all ages and abilities.
2. Support the provision of a reliable and predictable transportation network by ensuring travel times are predictable and traffic flows are smooth.
3. Enable the sustainability of the transportation network by encouraging mode shift and transportation demand management.
4. Ensure the transportation network is safe, sustainable and accessible by providing sufficient and efficient lighting.

Service Level Statistics

Description	2017	2018	2019	2020
Number of signalized intersections	665	674	676	677
Number of accessible pedestrian signals	521	583	644	677
Number of pedestrian corridors	181	185	182	183
Total length of active transportation facilities (km)	419	431	431	449
Length of multi-use paths (km)	211	223	250	268
Length of bike lanes (km)	50	53	80	80
Length of sharrows (km)	37	37	33	33
Length of bike boulevards (km)	56	56	62	62
Total length of regional streets (lane-km)	1,824	1,824	1,824	1,863
Total length of truck routes (lane-km)	1,777	1,777	1,777	1,755
Average weekday daily vehicle km travelled on regional streets [A] [B]	10.37 million	10.41 million	10.40 million	7.97 million
Number of street lights, lane lights and pathway lights [C]	76,872	76,680	76,370	76,680
Number of lighting complaints requiring a lighting upgrade [C]	44	85	48	25
Number of lighting complaints [C]	122	177	135	88

[A] Values for all years were restated to reflect an improved calculation method that more accurately reflects annual traffic growth across the entire network.

[B] Reduced in 2020 as a result of the COVID-19 pandemic.

[C] Street Lighting has moved from the Crime Prevention service.

Transportation Planning and Traffic Management

Contributing Departments

Public Works	56 %
Street Lighting	43 %
Planning, Prop. & Devl.	1 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	2.554	2.886	2.922	3.016		3.084
Provincial funding (service specific)	-	-	-	-		-
Revenues	**2.554**	**2.886**	**2.922**	**3.016**	**1**	**3.084**
Salaries and benefits	13.577	14.753	14.899	15.043		15.337
Services	15.832	15.691	16.463	16.869		17.837
Materials, parts and supplies	2.806	2.469	2.532	2.496		2.506
Assets and purchases	0.113	0.079	0.085	0.083		0.083
Grants, transfers and other	1.043	1.138	1.154	1.151		1.157
Recoveries	(5.628)	(3.461)	(3.461)	(3.482)		(3.486)
Operating expenses	**27.744**	**30.669**	**31.673**	**32.159**		**33.435**
Transfer to Capital	2.170	1.044	-	0.034		-
Debt and finance charges	0.029	0.029	0.049	0.037		0.057
Total Expenses	**29.943**	**31.741**	**31.722**	**32.230**	**2**	**33.492**
Mill Rate Support/(Contribution)	**27.389**	**28.855**	**28.799**	**29.214**		**30.407**
Full-time Equivalent Positions	**154**	**165**	**165**	**163**		**163**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in move permits	0.080
Waiver of permit fees for street closures across the city to facilitate block parties and festivals	(0.031)
Decrease in revenues related to transfer of Equipment Operator Training Branch from Public Works Department to Human Resources Services Department	(0.030)
Miscellaneous adjustments	0.075
	0.094

2 Expenses

Increase in light and power expenditures for city street lighting	0.512
Increase in salaries and benefits before transfer of Equipment Operator Training Branch	0.197
Decrease in fleet related expenditures	(0.195)
Decrease in salaries and benefits due to transfer of Equipment Operator Training Branch	(0.053)
Decrease in non-salary expenditures due to transfer of Equipment Operator Training Branch	(0.021)
Miscellaneous adjustments	0.068
	0.508

Transportation Planning and Traffic Management

Full-time Equivalent Positions

Decrease of 1 FTE due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department and a reduction of 1 FTE due to refinement of service based view.

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.437	12.409	13.302	13.815	14.571
	Transfer to Capital	-	-	-	-	-
		12.437	12.409	13.302	13.815	14.571
Transportation Plan & Design	Revenue	0.062	0.061	0.062	0.059	0.060
	Operating expenses	1.188	1.369	1.453	1.536	1.614
	Transfer to Capital	2.044	0.093	-	0.020	-
		3.171	1.402	1.391	1.497	1.554
Traffic/Right of Way Mgt	Revenue	2.492	2.826	2.861	2.957	3.024
	Operating expenses	14.148	16.920	16.966	16.845	17.307
	Transfer to Capital	0.126	0.950	-	0.014	-
		11.782	15.044	14.106	13.902	14.283
Mill Rate Support/(Contribution)		**27.389**	**28.855**	**28.799**	**29.214**	**30.407**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	5.430	25.849	31.279

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 and 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.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. Provide safe and accessible transportation infrastructure in winter by delivering efficient and effective snow and ice control services.
2. Comply with Environment Canada's Code of Practice for Road Salt Management by implementing best management practices for the municipal use of road salt for snow and ice control in winter months.

Service Level Statistics

Description	2017	2018	2019	2020
Annual snowfall (cm)	93	95	136	140
Days of snowfall (3 cm or more)	11	6	14	13
Regional streets - Priority 1 truck plows (Department budgets for 3 events)	4	5	6	7
Regional streets - Priority 1 grader plows (Department budgets for 3 events)	1	1	3	2
Bus routes and truck routes - Priority 2 truck plows (Department budgets for 3 events)	4	5	7	5
Bus routes and truck routes - Priority 2 grader plows (Department budgets for 2 events)	2	1	4	2
Residential streets - Priority 3 grader plows (Department budgets 2 events)	0	1	2	1
Alleys (Department budgets for 2 events)	1	3	3	5
Salt applied (tonnes)	27,000	20,622	18,687	24,173
Sand applied (tonnes)	58,000	49,979	55,309	53,559
Snow removed / hauled (m3) [A]	1,700,000	689,717	471,465	344,224
Sidewalks plowed (km) [B]	45,627	48,261	24,549	42,349

[A] More than half of the total snowfall for 2020 occurred within the milder months (March, April, October, November), where due to mild temperatures and the use of ice control (salt), the snow melted before there was a need to haul

[B] Due to the increased pedestrian activity on sidewalks as a result of the COVID-19 pandemic, sidewalk plowing increased in 2020 to keep up with demand

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.115	0.113	0.113	0.011		0.011
Provincial funding (service specific)	-	-	-	-		-
Revenues	**0.115**	**0.113**	**0.113**	**0.011**	**1**	**0.011**
Salaries and benefits	10.603	10.090	10.209	10.217		10.399
Services	24.533	19.215	19.027	18.834		18.781
Materials, parts, and supplies	6.594	4.446	4.504	4.463		4.494
Assets and purchases	0.028	0.015	0.015	0.014		0.015
Grants, transfers and other	1.401	1.395	1.425	1.393		1.398
Recoveries	(0.685)	(0.142)	(0.142)	(0.214)		(0.216)
Operating expenses	**42.473**	**35.019**	**35.037**	**34.707**		**34.871**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**42.473**	**35.019**	**35.037**	**34.707**	**2**	**34.871**
Mill Rate Support/(Contribution)	**42.357**	**34.906**	**34.924**	**34.696**		**34.860**
Full-time Equivalent Positions	**133**	**133**	**133**	**131**		**131**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in revenues related to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department	(0.102)
	(0.102)

2 Expenses

Increase in salaries and benefits before transfer of Equipment Operator Training Branch	0.189
Decrease in fleet related expenditures	(0.213)
Decrease in salaries and benefits due to transfer of Equipment Operator Training Branch	(0.181)
Decrease in non-salary expenditures due to transfer of Equipment Operator Training Branch	(0.072)
Miscellaneous adjustments	(0.053)
	(0.330)

Full-time Equivalent Positions

Decrease of 2 FTEs due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department.

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Regl Streets Snow/Ice Removal	Revenue	0.047	0.042	0.042	-	-
	Operating expenses	17.337	12.596	12.589	12.422	12.474
	Transfer to Capital	-	-	-	-	-
		17.290	12.555	12.547	12.422	12.474
Local Streets Snow/Ice Removal	Revenue	0.048	0.048	0.048	0.006	0.006
	Operating expenses	18.058	15.758	15.768	15.642	15.721
	Transfer to Capital	-	-	-	-	-
		18.010	15.710	15.719	15.637	15.716
Sidewalk Snow/Ice Removal	Revenue	0.008	0.012	0.012	0.006	0.006
	Operating expenses	4.067	4.774	4.781	4.748	4.761
	Transfer to Capital	-	-	-	-	-
		4.059	4.762	4.769	4.742	4.756
Parks,Facility Snow,Ice Remove	Revenue	0.010	0.009	0.009	-	-
	Operating expenses	0.928	1.170	1.178	1.177	1.194
	Transfer to Capital	-	-	-	-	-
		0.917	1.161	1.169	1.177	1.194
Snow Disposal Sites	Revenue	0.002	0.002	0.002	-	-
	Operating expenses	2.083	0.720	0.722	0.718	0.720
	Transfer to Capital	-	-	-	-	-
		2.081	0.718	0.720	0.718	0.720
Mill Rate Support/(Contribution)		**42.357**	**34.906**	**34.924**	**34.696**	**34.860**

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	-	0.478	0.478

Public Transit

Includes:

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

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 able to use the conventional transit in part or none of the time due to a disability in accordance with eligibility criteria.

The transit system was expanded through the completion of the Southwest Transitway and the creation of the BLUE rapid transit line and a network of feeder routes designed to improve reliability, reduce travel time and create the opportunity for transit-oriented development.

OurWinnipeg 2045: City Building

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.

Service Level Statistics

Conventional Transit

Description	2017	2018	2019	2020
Number of Active Buses in Fleet	638	630	640	642
Bus Hours Operated	1,548,594	1,553,590	1,579,377	1,498,735
Bus Kilometres Operated	30,160,628	30,328,539	30,795,935	29,699,750
Passengers Carried (Annual)	48,098,447	48,409,060	48,770,208	24,788,979
Passengers Carried (Average Weekday)	168,425	169,513	171,290	84,194

Transit Plus

Description	2017	2018	2019	2020
Active Registrants at Year End	7,443	7,924	7,473	5,969
Passengers Carried (Annual)	473,390	459,470	455,510	242,639
Passengers Carried (Average Weekday)	1,790	1,514	1,424	795
Customer No Shows (Annual)	8,440	8,508	10,356	5,791
Trip Requests - Unable to Provide	7,036	7,907	11,564	1,120
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	59%	60%	62%	70%
Wheelchair - % of Passengers Carried	31%	32%	32%	29%
Ambulant - % of Passengers Carried	69%	68%	67%	71%

Note: 2020 service level statistics reflect the impact of the COVID-19 pandemic.

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	82.886	96.954	61.112	72.658		101.833
Provincial funding (service specific)	42.042	42.024	42.024	42.024		42.024
Revenues	**124.928**	**138.978**	**103.135**	**114.681**	**1**	**143.857**
Salaries and benefits	118.420	123.848	127.207	129.414		133.965
Services	16.731	20.162	21.196	20.118		22.432
Materials, parts, and supplies	30.861	38.654	39.123	38.016		38.264
Assets and purchases	0.313	0.706	0.854	0.734		0.949
Grants, transfers and other	8.572	5.075	1.209	1.811		5.403
Recoveries	(5.342)	(4.235)	(4.368)	(3.591)		(3.658)
Operating Expenses	**169.554**	**184.211**	**185.221**	**186.501**		**197.355**
Transfer to Capital	2.805	2.805	-	0.450		-
Transfer to SW Rapid Transitway Payment Reserve	9.095	9.095	11.108	13.187		15.332
Debt and finance charges	10.739	10.132	11.079	12.176		13.970
Total Expenses	**192.193**	**206.243**	**207.408**	**212.314**	**2**	**226.657**
Mill Rate Support/(Contribution)	**67.265**	**67.265**	**104.272**	**97.633**		**82.800**
Full-time Equivalent Positions	**1,553**	**1,605**	**1,624**	**1,619**		**1,620**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in fare revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2022	13.764
Increase transfer from Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve	0.585
One-time transfer from Transit Bus Replacement Reserve in 2021	(1.200)
Decrease in advertising revenue	(0.968)
One-time transfer from Southwest Rapid Transit Corridor Reserve in 2021	(0.900)
Miscellaneous adjustments	0.265
	11.546

2 Expenses

Increase in salaries and benefits	2.207
Increase transfer to Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve	2.079
Increase in debt and finance	1.097
Decrease in recoveries	0.777
Decrease in expenditure management	0.500
Increase transfer to capital	0.450
Decrease in fuel and carbon tax	(1.396)
Decrease Transit Plus contracts	(1.191)
Miscellaneous adjustments	0.383
	4.906

Public Transit

Full-time Equivalent Positions

Decrease of 5 FTEs due to removal of one-time temporary positions which were added for enhanced bus disinfection for COVID-19 (8 FTEs) and vacancy management (1 FTE) partially offset by the addition of 4 FTEs for Council approved programs and service enhancements.

Note: 2020 actual FTEs reflect the impacts of the COVID-19 pandemic.

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Conventional Transit	Revenue	118.071	133.413	97.780	109.250	138.342
	Operating expenses	175.705	192.868	194.295	199.169	214.982
	Transfer to Capital	2.783	2.805	-	0.450	-
		60.417	62.260	96.515	90.369	76.639
Transit Plus	Revenue	6.563	5.309	5.170	5.164	5.242
	Operating expenses	13.389	10.314	12.928	12.428	11.403
	Transfer to Capital	0.022	-	-	-	-
		6.848	5.005	7.758	7.264	6.160
Chartered Bus & Special Events	Revenue	0.294	0.256	0.185	0.267	0.272
	Operating expenses	0.294	0.256	0.185	0.267	0.272
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		**67.265**	**67.265**	**104.272**	**97.633**	**82.800**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- SW Rapid Transit Corridor Res	2.176	1.276	1.276	1.276
- SW Rpd Trwy - 2 & Peb Hwy Udrp	12.743	10.721	10.594	12.425
- Transit Bus Replacemt Res	1.229	0.029	0.029	0.029

Capital Budget	2022 Preliminary Budget	2023 - 2027 Forecast	6 Year Total
(in millions of $)	99.915	486.533	586.448

City Beautification

Includes:

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

Description

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

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. Maintain and enhance streetscaping on image routes and social gathering spaces through the provision of public art and floral displays.
2. Beautify the city through enhanced street sweeping and other clean and green initiatives.
3. Ensure parks, streets and pathways are free of litter by fostering community pride and stewardship in the cleanliness of our City, educating on waste reduction, and building partnerships to enhance current litter collection efforts.
4. 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	2020
Flower beds (raised/fixed/in-ground - not including shrubs) m2 [A] [B]	23,442	24,998	25,334	26,948
Number of flower planters [A] [B]	1,257	1,276	1,390	1,631
Number of hanging baskets [A]	20	37	37	31
Number of public art projects completed [C]	5	11	8	6
Tonnes of abrasives removed from right-of-way [D]	29,500	21,516	22,384	31,853
Number of community clean-up & Adopt-A-Park projects	43	43	44	46
Number of service requests related to overflowing bins	516	490	457	285
Number of garbage and recycling bins per hectare in parks [E]	n/a	n/a	n/a	1.2
Number of garbage and recycling bins per km of pathway [E]	n/a	n/a	n/a	3.9
Number of graffiti tags removed	17,374	20,056	20,351	22,213
Graffiti removed (m2)	38,331	45,187	49,651	52,310
Number of graffiti sites treated	5,577	6,485	7,691	7,256

[A] Inventory excludes Assiniboine Park

[B] Adjustments to query methodology in 2020 has resulted in an increase in reported values

[C] Source: Winnipeg Arts Council

[D] Increase in 2020 is a result of a reduction in snow removal/hauling (residual abrasives left behind on boulevard)

[E] New measure for 2020; data for prior years is not available

City Beautification

Contributing Departments

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

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.062	0.061	0.061	0.007		0.007
Provincial funding (service specific)	-	-	-	-		-
Revenues	**0.062**	**0.061**	**0.061**	**0.007**	**1**	**0.007**
Salaries and benefits	9.480	8.503	8.589	8.635		8.787
Services	7.375	6.433	6.352	6.252		6.250
Materials, parts, and supplies	1.091	1.133	1.148	1.150		1.159
Assets and purchases	0.041	0.036	0.040	0.039		0.039
Grants, transfers and other	1.656	1.713	1.751	1.743		1.750
Recoveries	(0.513)	(0.373)	(0.368)	(0.400)		(0.401)
Operating expenses	**19.130**	**17.446**	**17.513**	**17.417**		**17.583**
Transfer to Capital	0.121	0.101	-	-		-
Debt and finance charges	0.037	0.037	0.041	0.046		0.060
Total Expenses	**19.289**	**17.584**	**17.554**	**17.463**	**2**	**17.644**
Mill Rate Support/(Contribution)	**19.227**	**17.523**	**17.493**	**17.456**		**17.636**
Full-time Equivalent Positions	**135**	**120**	**120**	**119**		**119**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in revenues related to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department	(0.054)
	(0.054)

2 Expenses

Increase in salaries and benefits before transfer of Equipment Operator Training branch	0.141
Decrease in salaries and benefits due to transfer of Equipment Operator Training branch	(0.095)
Decrease in non-salary expenditures due to transfer of Equipment Operator Training branch	(0.037)
Decrease in fleet related expenditures	(0.030)
Miscellaneous adjustments	(0.070)
	(0.091)

Full-time Equivalent Positions

Decrease of 1 FTE due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department.

City Beautification

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Litter Collection	Revenue	0.015	0.013	0.013	-	-
	Operating expenses	4.462	4.033	4.051	4.075	4.126
	Transfer to Capital	-	-	-	-	-
		4.447	4.019	4.037	4.075	4.126
Public Gardens/Landscaping	Revenue	0.016	0.020	0.020	0.007	0.007
	Operating expenses	3.867	4.159	4.185	4.179	4.235
	Transfer to Capital	0.104	0.084	-	-	-
		3.956	4.223	4.164	4.172	4.228
OrnLight/Flags,Banners/PubArt	Revenue	0.003	0.002	0.002	-	-
	Operating expenses	0.656	0.832	0.841	0.835	0.859
	Transfer to Capital	0.017	0.017	-	-	-
		0.669	0.846	0.839	0.835	0.859
Graffiti Control	Revenue	0.004	0.003	0.003	-	-
	Operating expenses	1.387	1.504	1.518	1.525	1.536
	Transfer to Capital	-	-	-	-	-
		1.383	1.501	1.515	1.525	1.536
Regional Street Cleaning	Revenue	0.013	0.011	0.011	-	-
	Operating expenses	3.892	3.566	3.569	3.517	3.539
	Transfer to Capital	-	-	-	-	-
		3.879	3.554	3.558	3.517	3.539
Local Street Cleaning	Revenue	0.011	0.010	0.010	-	-
	Operating expenses	4.905	3.389	3.389	3.331	3.349
	Transfer to Capital	-	-	-	-	-
		4.893	3.380	3.379	3.331	3.349
Mill Rate Support/(Contribution)		**19.227**	**17.523**	**17.493**	**17.456**	**17.636**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.326	1.044	1.370

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Water and Waste, Riverbank Management, and the Environment

Water

Includes:

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

Description

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. To provide potable water and fire protection by operating and maintaining the City's drinking water system in accordance with our Public Water System Operating Licence and the City of Winnipeg Charter.
2. To achieve a minimum of 80% effectiveness score for citizen satisfaction with quality of drinking water.

Service Level Statistics

Description	2017	2018	2019	2020
Number of billed water accounts	208,008	210,490	212,403	214,356
Number of complaints - taste and odour [A]	205	157	133	142
Average daily volume of water pumped (ML/D)	189	195	197	193
Average volume of water pumped daily per capita (litres)	252	255	257	252
Kilometres of distribution water mains	2,660	2,679	2,689	2,692
Kilometres of feeder mains	152	152	152	152
Kilometres of water mains cleaned [B]	839	614	487	0
Number of water main breaks [C]	236	721	493	317
Number of hydrants	22,376	22,785	22,928	23,107
Number of water quality tests conducted [D]	66,734	65,895	63,952	46,271
Monthly residential water bill [E]	$36.57	$37.83	$37.83	$39.14
Number of reservoirs	4	4	4	4
Reservoir capacity (ML)	9,510	9,510	9,510	9,510
Number of Water Treatment Plants	1	1	1	1
Number of Water Treatment Plant tests conducted [F]	65,754	42,594	34,242	34,067

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

[B] The Flushing Program was suspended for 2020.

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

[D] Testing decreased due to COVID-19 pandemic impacts including no testing in residences and suspension of the lead monitoring program.

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

[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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	135.765	133.647	137.305	144.286		149.059
Provincial funding (service specific)	0.767	0.785	0.785	0.785		0.785
Revenues	**136.532**	**134.433**	**138.091**	**145.072**	**1**	**149.845**
Salaries and benefits	30.438	33.527	34.201	34.732		35.522
Services	19.496	20.236	20.490	20.601		20.933
Materials, parts, and supplies	14.601	16.413	17.117	17.715		17.699
Assets and purchases	1.085	1.268	1.241	1.412		1.492
Grants, transfers and other	7.081	7.197	7.367	7.758		7.947
Recoveries	(6.000)	(7.796)	(8.317)	(8.634)		(8.667)
Operating expenses	**66.700**	**70.847**	**72.099**	**73.584**		**74.926**
Debt and finance charges*	8.463	13.551	13.769	13.997		14.264
Transfer to Watermain Renewal Reserve	19.500	19.500	19.500	19.500		19.500
Transfer to Water Meter Renewal Reserve	2.332	2.332	3.942	5.307		6.932
Dividend transfer to general revenue	14.262	14.262	14.637	15.378		15.875
Total Expenses	**111.258**	**120.491**	**123.946**	**127.766**	**2**	**131.496**
Surplus/(Deficit)	**25.275**	**13.941**	**14.144**	**17.306**		**18.349**
Full-time Equivalent Positions	**396**	**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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in water sales	6.738
Miscellaneous adjustments	0.243
	6.981

2 Expenses

Increase in transfer to Water Meter Renewal Reserve	1.365
Increase in dividend transfer to General Revenue Fund	0.741
Increase in salaries and benefits	0.531
Increase in computer hardware and software	0.442
Increase in chemicals	0.360
Increase in debt and finance charges	0.228
Miscellaneous adjustments	0.153
	3.820

Water

Service Detail Sub-Services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Water Supply & Treatment	Revenue	68.180	67.136	68.965	72.456	74.842
	Expense	56.172	60.799	62.768	64.901	66.942
		12.007	6.338	6.198	7.555	7.900
Water Distribution	Revenue	68.353	67.297	69.125	72.616	75.002
	Expense	55.085	59.693	61.179	62.865	64.554
		13.268	7.604	7.947	9.751	10.448
Surplus/(Deficit)		**25.275**	**13.941**	**14.144**	**17.306**	**18.349**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Water Main Renewal Reserve	8.681	9.482	10.592	11.102
- Water Meter Renewal Reserve	4.664	12.597	23.350	37.445

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

Capital Budget	2022 Preliminary Budget	2023- 2027 Forecast	6 Year Total
(in millions of $)	33.715	254.900	288.615

Wastewater

Includes:

- *Wastewater Collection*
- *Wastewater Treatment*

Description

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. To meet or exceed Environmental Act licence requirements for sewage treatment plants, combined sewer overflows and biosolids.
2. To achieve a minimum 85% effectiveness score for citizen satisfaction with protection from sewer back-up.

Service Level Statistics

Description	2017	2018	2019	2020
Number of billed sewer accounts	207,903	210,386	212,300	214,252
Number of complaints - raw sewer backup [A]	687	808	1,000	740
Number of complaints - clean sewer backup [A]	419	545	646	421
Volume of wastewater processed (ML/D)	252	225	281	236
Kilometres of collection system pipeline [B]	2,640	2,658	2,673	2,674
Number of pumping stations	75	75	75	75
Number of diversion chambers	14	14	14	14
Kilometres of sewer inspected and cleaned	124	139	157	160
Number of industrial waste tests conducted [C]	41,522	43,717	64,361	32,330
Number of treatment plant tests conducted	123,084	126,444	129,467	134,404
Number of manholes	48,175	48,620	49,009	49,421
Monthly residential sewer bill [D]	$50.30	$55.67	$55.67	$56.56

[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] Reduced monitoring for the pollution prevention and overstrength programs in 2020 due to COVID.

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

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	203.526	196.151	203.007	210.897		215.463
Provincial funding (service specific)	0.355	0.347	0.347	0.347		0.347
Revenues	**203.881**	**196.497**	**203.354**	**211.243**	**1**	**215.810**
Salaries and benefits	34.568	36.114	36.451	37.287		38.172
Services	25.919	29.063	30.452	30.885		31.008
Materials, parts, and supplies	11.129	11.676	12.672	11.753		12.475
Assets and purchases	0.119	0.167	0.117	0.097		0.092
Grants, transfers and other	23.277	22.698	22.155	27.978		23.264
Recoveries	(1.176)	(0.917)	(0.914)	(0.914)		(0.915)
Operating expenses	**93.836**	**98.800**	**100.933**	**107.086**		**104.096**
Debt and finance charges*	4.299	7.461	8.745	9.757		9.917
Transfer to Water Meter Renewal Reserve	2.332	2.332	3.942	5.307		6.932
Transfer to Sewer Rehabilitation Reserve	12.600	18.000	16.000	17.000		17.000
Transfer to Environmental Reserve	20.711	17.050	20.195	100.192		20.189
Dividend transfer to general revenue	20.325	20.325	21.044	21.899		22.386
Total Expenses	**154.103**	**163.968**	**170.859**	**261.241**	**2**	**180.520**
Surplus/(Deficit)	**49.778**	**32.530**	**32.495**	**(49.998)**		**35.291**
Full-time Equivalent Positions	**413**	**413**	**413**	**414**		**414**

*** 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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in sewer services	7.781
Miscellaneous adjustments	0.108
	7.889

2 Expenses

Increase in transfer to Environmental Projects Reserve	79.997
Increase in transfer to Land Drainage	5.292
Increase in transfer to Water Meter Renewal Reserve	1.365
Increase in debt and finance charges	1.012
Increase in transfer to Sewer System Rehabilitation Reserve	1.000
Increase in dividend transfer to General Revenue Fund	0.855
Increase in allocated department costs	0.427
Increase in salaries and benefits	0.836
Increase in property taxes	0.514
Decrease in Large Volume Sewer Discount Program	(0.983)
Miscellaneous adjustments	0.067
	90.382

Wastewater

Full-time Equivalent Positions

Increase of 1 FTE due to internal FTE allocations within the Water and Waste Department, offset with an increase of 1 FTE in the Solid Waste Disposal service.

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Wastewater Collection	Revenue	96.981	93.467	96.759	100.712	102.995
	Expense	66.573	70.188	72.601	117.916	76.810
		30.408	23.279	24.158	(17.204)	26.185
Wastewater Treatment	Revenue	106.899	103.030	106.595	110.532	112.815
	Expense	87.530	93.780	98.258	143.325	103.710
		19.369	9.250	8.337	(32.793)	9.105
Surplus/(Deficit)		**49.778**	**32.530**	**32.495**	**(49.998)**	**35.291**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Environmental Projects Reserve	164.569	131.425	206.890	205.732
- Sewer System Rehab Reserve	6.908	5.124	3.727	0.801

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	77.820	490.330	568.150

Land Drainage and Flood Control

Includes:

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

Description

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. Investigate and implement opportunities to improve flood protection measures to minimize potential damage to property and equipment.
2. To implement programs that progressively separate the City's combined sewer districts into separate sewer districts.
3. To achieve a minimum of 90% effectiveness score for citizen satisfaction with protection from river flooding.

Service Level Statistics

Description	2017	2018	2019	2020
Number of stormwater retention basins (SRB)	92	102	101	105
Number of permanent flood pumping stations	31	31	31	31
Number of SRB pumping stations	5	5	5	5
Kilometres of land drainage sewer mains	1,218	1,243	1,260	1,263
Kilometres of storm relief sewer mains	188	184	183	184
Peak river elevations (>8.5 feet) - spring	19.31	15.67	18.33	18.95
Peak river elevations (>8.5 feet) - summer [A]	7.15	7.61	10.4	14.48
Meters of City owned riverbank protected annually [B]	70	150	0	0
Number of waterway permits issued	116	136	123	145

[A] Increased precipitation from west and south of Winnipeg resulted in an increase in flows on both the Assiniboine River and Red River in summer of 2020.

[B] 2019 and 2020 funding redirected to other Council approved 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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	4.996	5.138	5.171	5.277		5.317
Provincial funding (service specific)	0.522	-	-	-		-
Revenues	**5.519**	**5.138**	**5.171**	**5.277**	**1**	**5.317**
Salaries and Benefits	2.706	2.404	2.490	2.620		2.652
Services	2.717	2.213	2.135	2.024		2.012
Materials, parts and supplies	0.751	0.625	0.647	0.703		0.726
Assets and purchases	0.123	0.004	0.004	0.004		0.004
Grants, transfers and other	0.001	0.037	0.037	0.037		0.037
Recoveries	(0.034)	-	-	-		-
Operating expenses	**6.263**	**5.283**	**5.312**	**5.387**		**5.430**
Transfer to Capital	0.793	0.500	-	-		-
Debt and finance charges	0.062	0.321	0.321	0.320		0.320
Total Expenses	**7.119**	**6.103**	**5.633**	**5.707**	**2**	**5.749**
Mill Rate Support/(Contribution)	**1.600**	**0.965**	**0.462**	**0.430**		**0.433**
Full-time Equivalent Positions	**27**	**27**	**27**	**28**		**28**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in transfer from Sewage Disposal	0.102
Miscellaneous adjustments	0.004
	0.106

2 Expenses

Increase in salaries and benefits	0.130
Miscellaneous adjustments	(0.056)
	0.074

Full-time Equivalent Positions

Increase of 1 FTE due to internal FTE allocations within the Water and Waste Department, offset with a decrease of 1 FTE in the Recycling and Waste Diversion service.

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Flood Control	Revenue	0.552	-	-	-	-
	Operating expenses	2.580	1.825	1.835	1.808	1.816
	Transfer to Capital	-	-	-	-	-
		2.028	1.824	1.835	1.808	1.816
Land Drainage	Revenue	4.747	4.958	4.988	5.090	5.126
	Operating expenses	3.460	3.330	3.348	3.446	3.475
	Transfer to Capital	0.293	-	-	-	-
		(0.994)	(1.629)	(1.640)	(1.644)	(1.651)
Waterways Management	Revenue	0.219	0.180	0.183	0.187	0.190
	Operating expenses	0.285	0.449	0.449	0.453	0.459
	Transfer to Capital	0.500	0.500	-	-	-
		0.566	0.769	0.266	0.267	0.268
Mill Rate Support/(Contribution)		**1.600**	**0.965**	**0.462**	**0.430**	**0.433**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	9.112	22.285	31.397

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. To ensure effectiveness of waste collection by maintaining a citizen satisfaction rating of greater than 90 percent or higher.
2. To excel in waste collection by ensuring less than five service deficiencies per 10,000 collections.
3. To ensure efficiency of waste collection by maintaining an operating cost per tonne of less than the Municipal Benchmarking Network Canada average.

Service Level Statistics

Description	2017	2018	2019	2020
Number of dwelling units served	299,395	303,515	307,126	311,384
Weight of residential garbage collected (tonnes) [A]	172,209	172,041	174,050	194,570
Weight of garbage collected per capita (kilograms) [A]	230	225	228	254
Number of large item pick ups per year [A]	13,098	12,934	13,037	14,587

[A] The increase in 2020 is likely attributed to the COVID-19 pandemic.

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	1.365	1.167	1.187	1.194		1.213
Provincial funding (service specific)	-	-	-	-		-
Revenues	**1.365**	**1.167**	**1.187**	**1.194**	**1**	**1.213**
Salaries and benefits	0.980	1.440	1.017	1.027		1.051
Services	21.963	21.307	23.136	20.898		22.441
Materials, parts, and supplies	0.022	0.382	0.037	0.035		0.036
Assets and purchases	0.252	0.255	0.263	0.271		0.279
Grants, transfers and other	0.149	0.157	0.158	0.159		0.160
Recoveries	(0.194)	-	-	-		-
Operating Expenses	**23.172**	**23.541**	**24.610**	**22.390**		**23.968**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**23.172**	**23.541**	**24.610**	**22.390**	**2**	**23.968**
Mill Rate Support/(Contribution)	**21.807**	**22.373**	**23.423**	**21.196**		**22.756**
Full-time Equivalent Positions	**14**	**17**	**12**	**12**		**12**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.007
	0.007

2 Expenses

Decrease in residential tipping	(1.716)
Decrease in collection contracts	(0.548)
Miscellaneous adjustments	0.044
	(2.220)

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. To ensure efficiency of waste disposal by maintaining an operating cost per tonne of less than the Municipal Benchmarking Network Canada average.
2. To maintain regulatory compliance with Environmental Act licence.
3. To reduce greenhouse gas emissions and improve environmental sustainability by converting a minimum of 80,000 carbon dioxide equivalents.
4. To reduce greenhouse gas emissions and improve environmental sustainability by pumping a minimum of 40,000 kilolitres of leachate.

Service Level Statistics

Description	2017	2018	2019	2020
Number of tonnes disposed [A]	355,326	332,564	319,100	344,946
Total number of non-commercial vehicles [A]	69,658	82,722	93,090	119,517
Total number of commercial and contractor vehicles	70,989	70,567	68,264	68,994
Kilolitres of leachate hauled and treated [B]	53,930	39,541	49,687	79,276
Tonnes of landfill gas (CO2e) captured and flared	85,819	78,602	79,700	84,324

[A] The increase in 2020 is likely attributed to the COVID-19 pandemic.

[B] Kilolitres of leachate hauled and treated increased in 2020 due to the implementation of the centralized leachate collection system at the Brady Road Resource Management Facility.

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	17.415	15.200	16.042	14.455		14.616
Provincial funding (service specific)	0.070	0.065	0.065	0.065		0.065
Revenues	**17.485**	**15.265**	**16.107**	**14.520**	**1**	**14.681**
Salaries and benefits	3.081	3.521	3.586	3.603		3.686
Services	7.482	8.320	8.485	8.931		9.325
Materials, parts, and supplies	0.482	0.722	0.739	0.721		0.736
Assets and purchases	0.072	0.094	0.094	0.094		0.094
Grants, transfers and other	0.475	0.502	0.509	0.514		0.518
Recoveries	(0.053)	(0.035)	(0.035)	(0.035)		(0.035)
Operating expenses	**11.540**	**13.124**	**13.379**	**13.827**		**14.324**
Debt and finance charges	0.068	0.266	0.250	0.145		0.155
Transfer to Landfill Rehabilitation Reserve	0.345	0.302	0.305	0.305		0.305
Total Expenses	**11.954**	**13.692**	**13.934**	**14.278**	**2**	**14.784**
Surplus/(Deficit)	**5.531**	**1.574**	**2.174**	**0.242**		**(0.103)**
Full-time Equivalent Positions	**36**	**40**	**40**	**39**		**39**

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 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in residential tipping	(1.526)
Decrease in city charges - tipping	(0.138)
Miscellaneous adjustments	0.077
	(1.587)

2 Expenses

Increase in hired equipment services	0.146
Miscellaneous adjustments	0.198
	0.344

Full-time Equivalent Positions

Decrease of 1 FTE due to internal FTE allocations within the Water and Waste Department, offset with an increase of 1 FTE in the Wastewater service.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Landfill Rehab Reserve	5.136	3.747	2.749	2.176

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	6.170	16.360	22.530

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. To increase the opportunity to divert materials from the landfill.
2. To collect and process a minimum of 52,000 tonnes of recyclable material.
3. To ensure efficiency by maintaining an operating cost per tonne of solid waste diversion less than the Municipal Benchmarking Network Canada average.

Service Level Statistics

Description	2017	2018	2019	2020
Number of dwelling units served	299,395	303,515	307,126	311,384
Weight of residential recycling material collected (tonnes)	54,177	52,553	50,856	51,011
Average weight of residential recycling per capita (kg) [A]	72.3	68.6	66.6	66.5
Total yard waste composted (tonnes)	28,528	33,041	31,525	37,252
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	8,845	9,821	11,624	16,677

[A] 2020 reporting includes average weight of residential recycling per capita. Prior years restated from average weight of residential recycling per household for comparative purposes.

[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. The increase in 2020 is likely attributed to the COVID-19 pandemic.

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	29.402	27.011	30.000	32.339		32.722
Provincial funding (service specific)	4.899	4.584	4.621	4.624		4.626
Revenues	**34.301**	**31.595**	**34.622**	**36.963**	**1**	**37.349**
Salaries and benefits	5.207	5.888	6.000	6.064		6.202
Services	25.729	27.405	28.323	29.450		30.393
Materials, parts, and supplies	0.280	0.469	0.435	0.429		0.429
Assets and purchases	0.298	0.338	0.339	0.340		0.341
Grants, transfers and other	0.428	0.404	0.406	0.408		0.410
Recoveries	(0.180)	(0.260)	(0.260)	(0.260)		(0.260)
Operating expenses	**31.763**	**34.244**	**35.243**	**36.431**		**37.515**
Debt and finance charges*	0.786	3.001	2.864	1.608		1.776
Total Expenses	**32.549**	**37.245**	**38.108**	**38.039**	**2**	**39.291**
Surplus/(Deficit)	**1.752**	**(5.651)**	**(3.486)**	**(1.076)**		**(1.942)**
Full-time Equivalent Positions	**75**	**81**	**81**	**80**		**80**

*** 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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in funding from Multi-Material Stewardship Manitoba	2.010
Increase in waste diversion	0.321
Miscellaneous adjustments	0.010
	2.341

2 Expenses

Decrease in debt and finance	(1.256)
Increase in single family blue cart collection	0.518
Increase in leaf and yard waste collection	0.200
Increase in recycling processing	0.200
Increase in leaf and yard waste composting	0.146
Miscellaneous adjustments	0.123
	(0.069)

Full-time Equivalent Positions

Decrease of 1 FTE due to internal FTE allocations within the Water and Waste Department, offset with an increase of 1 FTE in the Land Drainage service.

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Recycling	Revenue	22.599	20.492	23.300	25.441	25.623
	Expense	23.270	25.910	26.546	26.069	27.037
		(0.671)	(5.418)	(3.246)	(0.629)	(1.414)
Waste Diversion	Revenue	11.702	11.103	11.322	11.522	11.726
	Expense	9.279	11.335	11.561	11.970	12.254
		2.423	(0.233)	(0.240)	(0.447)	(0.528)
Surplus/(Deficit)		**1.752**	**(5.651)**	**(3.486)**	**(1.076)**	**(1.942)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Waste Diversion Reserve	4.746	3.296	1.984	1.985

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	-	0.450	0.450

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Property and Development, Heritage and Downtown Development

City Planning

Includes:

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

Description

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.

OurWinnipeg 2045: City Building

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	2020
No. of Development Servicing Agreements Administered [A]	26	175	190	238
Number of Urban Design Applications Reviewed	111	111	102	70
Number of Zoning Agreements Processed	39	24	42	39
No. of Survey Information Requests (for construction work)	2,150	2,282	2,230	1,878
Number of Surveys Performed (Contract / In-house)	66 / 58	39 / 51	43 / 50	56 / 15
Number of Survey Monuments Restored	231	470	323	211
Number of Street Closings / Openings	11	9	13	15
Number of new greenfield dwelling units [B]	3,410	1,882	2,016	2,039
Number of new infill dwelling units [C]	1,232	1,435	1,945	1,127
No. of new dwelling units within 400 meters of a regional mixed-use corridor	478	379	1,215	705

[A] Starting in 2018, the number of agreements in process was added to the total.

[B] Greenfield refers to units built in areas designated as 'New Communities', as mapped in OurWinnipeg, and 'Emerging Communities'. 'Emerging Communities' are neighbourhoods that have been recently planned, and are still under development.

[C] Infill refers to units built in areas designated as `Mature Communities and Recent Communities', as mapped in OurWinnipeg, and exclude 'Emerging Communities'.

City Planning

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.004	0.001	0.001	0.001		0.001
Provincial funding (service specific)	-	-	-	-		-
Revenues	**0.004**	**0.001**	**0.001**	**0.001**	**1**	**0.001**
Salaries and benefits	1.696	1.970	2.059	1.886		1.793
Services	0.174	0.189	0.241	0.185		0.185
Materials, parts, and supplies	0.003	0.003	0.003	0.003		0.003
Assets and purchases	0.003	0.004	0.004	0.004		0.004
Grants, transfers and other	0.063	0.058	0.058	0.062		0.062
Recoveries	(0.078)	(0.084)	(0.237)	(0.155)		(0.017)
Operating Expenses	**1.860**	**2.138**	**2.126**	**1.984**		**2.029**
Transfer to Capital	0.299	0.299	-	-		-
Debt and finance charges	0.029	0.029	0.032	0.036		0.047
Total Expenses	**2.188**	**2.466**	**2.158**	**2.020**	**2**	**2.076**
Mill Rate Support/(Contribution)	**2.184**	**2.465**	**2.157**	**2.019**		**2.075**
Full-time Equivalent Positions	**18**	**20**	**20**	**18**		**17**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

n/a

2 Expenses

Decrease in salaries and benefits due to refinement of the service based view	(0.173)
Miscellaneous adjustments	0.035
	(0.138)

Full-time Equivalent Positions

Decrease of 2 FTEs due to refinement of the service based view.

City Planning

Service Detail Sub-service (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Area Dev & Renewal Planning	Revenue	0.002	-	-	-	-
	Operating expenses	1.066	1.158	1.145	1.109	1.146
	Transfer to Capital	0.141	0.141	-	-	-
		1.205	1.299	1.145	1.108	1.146
City-wide Long Range Planning	Revenue	0.002	-	-	-	-
	Operating expenses	0.823	1.009	1.013	0.911	0.930
	Transfer to Capital	0.157	0.157	-	-	-
		0.979	1.166	1.013	0.911	0.929
Mill Rate Support/(Contribution)		**2.184**	**2.465**	**2.157**	**2.019**	**2.075**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.700	-	0.700

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 Multiple-Family / Mixed-Use Building
Grant Program
- Downtown Multiple-Family / Mixed-Use Building Grant
Program
- Downtown Residential Development Grant Program
- Live Downtown - Rental Development Grant Program
- Strategic Economic Incentives - Project Specific Grants

OurWinnipeg 2045: Economic Prosperity

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.

Service Level Statistics

Description	2017	2018	2019	2020
Targeted Development Programs/projects- # of units created [A]	147	192	0	87
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	$547,707

[A] No units were created in 2019, as the projects were still under construction.

Neighbourhood Revitalization

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.163	0.162	0.162	1.162		0.162
Provincial funding (service specific)	-	-	-	-		-
Revenues	**0.163**	**0.162**	**0.162**	**1.162**	**1**	**0.162**
Salaries and benefits	0.076	0.077	0.076	0.323		0.330
Services	0.780	0.653	0.653	0.653		0.653
Materials, parts, and supplies	-	-	-	-		-
Assets and purchases	-	-	-	-		-
Grants, transfers and other	1.166	1.166	3.166	1.166		1.166
Recoveries	(0.015)	(0.016)	(2.016)	(0.009)		(0.009)
Operating Expenses	**2.007**	**1.880**	**1.878**	**2.134**		**2.141**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	0.033	0.033	0.036	0.041		0.054
Total Expenses	**2.040**	**1.913**	**1.915**	**2.175**	**2**	**2.194**
Mill Rate Support/(Contribution)	**1.877**	**1.751**	**1.752**	**1.012**		**2.032**
Full-time Equivalent Positions	**1**	**1**	**1**	**3**		**3**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Transfer from the Multiple-Family Dwelling Tax Investment Reserve	1.000
	1.000

2 Expenses

Increase in salaries and benefits due to refinement of the service based view	0.247
Miscellaneous adjustments	0.013
	0.260

Full-time Equivalent Positions

Increase of 2 FTEs due to 1 FTE for the duration of the federal government funded Rapid Housing Initiative Program and 1 FTE due to refinement of the service based view.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Housing Rehab Invest Reserve	3.850	1.658	1.415	0.915
- Multi-Family Dwell Tax Inv Res	0.597	0.964	0.756	1.521

Development Approvals, Building Permits and Inspections

Includes:

- *Residential Development Approvals and Inspections*
- *Commercial Development Approvals and 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

OurWinnipeg 2045: City Building

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.

Service Level Statistics

Description	2017	2018	2019	2020
Total New Dwelling Units Created	4,875	3,757	4,974	3,834
Permit Volumes				
Residential Permits Issued	7,100	6,897	7,211	7,147
Non-Residential Permits Issued	3,615	3,351	3,437	2,784
Other Permits Issued	23,239	24,423	26,140	24,481
Total Permits Issued	34,084	34,825	36,911	34,540
Total Permit Fees ($) [A]	26,189,264	25,604,707	32,014,877	24,921,084
Permit Values (in thousands of $)				
Residential Permit Values	1,203,747	1,035,491	1,193,403	1,188,570
Non-Residential Permit Values	890,191	833,420	1,175,365	999,815
Total Permit Values	2,093,938	1,868,912	2,368,768	2,188,385
Plan Examination Volume (Number of Plans Reviewed):				
Residential	5,333	5,871	6,320	5,166
Commercial	7,524	7,805	8,069	7,222
Total Plan Examination Volume	12,857	13,676	14,389	12,388
Inspection Volume (Number Conducted):				
Residential	79,097	96,160	85,084	74,901
Commercial	47,115	47,902	40,531	36,872
Total Inspection Volume	126,212	144,062	125,615	111,773

[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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	26.651	29.020	26.047	31.578		32.256
Provincial funding (service specific)	-	-	-	-		-
Revenues	**26.651**	**29.020**	**26.047**	**31.578**	**1**	**32.256**
Salaries and benefits	18.722	17.901	18.368	19.056		18.720
Services	1.779	1.711	1.727	1.598		1.673
Materials, parts and supplies	0.088	0.099	0.099	0.098		0.098
Assets and purchases	0.037	0.081	0.156	0.081		0.081
Grants, transfers and other	1.152	1.018	1.045	1.070		1.070
Recoveries	(0.513)	(0.377)	(0.631)	(0.427)		(0.235)
Operating Expenses	**21.265**	**20.434**	**20.764**	**21.477**		**21.406**
Transfer to Capital	0.265	0.265	-	-		-
Debt and finance charges	0.025	0.025	0.027	0.031		0.040
Total Expenses	**21.555**	**20.724**	**20.791**	**21.507**	**2**	**21.446**
Mill Rate Support/(Contribution)	**(5.096)**	**(8.296)**	**(5.256)**	**(10.070)**		**(10.810)**
Full-time Equivalent Positions	**224**	**206**	**208**	**213**		**202**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in revenue due to inflation, and elimination of 2021 COVID-19 revenue adjustment	5.531
	5.531

2 Expenses

Increase in salaries and benefits due to additional FTEs	0.688
Miscellaneous adjustments	0.028
	0.716

Full-time Equivalent Positions

Net increase of 5 FTEs due to increase of 16 FTEs to maintain service levels given sustained, increased demand in the local construction and development sectors, and legislative requirements. Offset by a decrease of 10 FTEs due to efficiencies attributable to the Digital Permitting initiative and 1 FTE due to refinement of the service based view.

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Res Dev Approvals & Inspection	Revenue	8.189	8.742	7.850	9.546	9.712
	Operating expenses	10.485	10.269	10.498	10.974	10.940
	Transfer to Capital	0.164	0.164	-	-	-
		2.460	1.691	2.648	1.428	1.228
Com Dev Approvals & Inspection	Revenue	18.461	20.279	18.198	22.032	22.544
	Operating expenses	10.804	10.190	10.294	10.534	10.506
	Transfer to Capital	0.101	0.101	-	-	-
		(7.556)	(9.988)	(7.904)	(11.498)	(12.038)
Mill Rate Support/(Contribution)		**(5.096)**	**(8.296)**	**(5.256)**	**(10.070)**	**(10.810)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Permit Reserve	0.204	2.000	1.072	0.477

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	1.019	0.200	1.219

Heritage Conservation

Description

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

OurWinnipeg 2045: City Building

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	2020
Total Listed Historic Resources [A]	294	315	347	353
Total Nominated Resources [B]	74	52	9	6
Total Commemorated Resources [C]	339	342	347	348
Number of Nominated Resources Added to the List of Historical Resources	25	21	32	8
Number of Heritage Resources De-Listed	0	0	0	0
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [D]	25	15	13	14
Number of Heritage Permits Issued	61	58	49	58
Number of Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Program:				
a. Capital Project Grants	4	4	6	7
b. Research and Interpretive Grants	5	2	7	10

[A] Listed Historic Resource - a building, structure or land that is architecturally and historically significant and is protected from alterations and demolition under the Historical Resources By-law.

[B] Nominated Resource - a building, structure or land that is nominated to become a Listed Historic Resource.

[C] Commemorated Resource - a building, structure or land that is recognized for its architectural or historical significance but is not protected from alterations and demolition.

[D] 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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.002	-	-	-		-
Provincial funding (service specific)	-	-	-	-		-
Revenues	**0.002**	**-**	**-**	**-**	**1**	**-**
Salaries and benefits	0.260	0.267	0.257	0.243		0.248
Services	0.011	0.012	0.012	0.011		0.011
Materials, parts, and supplies	0.001	0.001	0.001	0.001		0.001
Assets and purchases	-	-	-	-		-
Grants, transfers and other	0.048	0.046	0.046	0.048		0.048
Recoveries	(0.028)	(0.029)	(0.018)	(0.004)		(0.004)
Operating Expenses	**0.291**	**0.298**	**0.299**	**0.299**		**0.305**
Transfer to Capital	0.174	0.174	-	-		-
Debt and finance charges	0.004	0.004	0.005	0.005		0.007
Total Expenses	**0.470**	**0.476**	**0.303**	**0.305**	**2**	**0.312**
Mill Rate Support/(Contribution)	**0.468**	**0.476**	**0.303**	**0.305**		**0.312**
Full-time Equivalent Positions	**3**	**3**	**2**	**2**		**2**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues:

n/a

2 Expenses

Miscellaneous adjustments	0.002
	0.002

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Heritage Investment Reserve	(0.183)	0.430	0.342	0.220

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.100	0.200	0.300

Property Asset Management

Includes:

- *Land and 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:

LAND & PROPERTY: 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.

OurWinnipeg 2045: Economic Prosperity

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. Ensure civic facilities utilize efficient energy practices and accrue all available environmental stewardship program incentives associated with newly designed and existing facilities.
5. Update and modernize existing real estate policies to reflect current practices and needs.
6. Complete a Planning Property and Development Strategic Facilities Master Plan.

Service Level Statistics

Description	2017	2018	2019	2020
Real Estate				
Property Sales / Gross Revenues from Sales Closed	30 / $15.6M	21 / $8.0M	28 / $12.2M	38 / $5.4M
Number of Leases Approved / Annual Lease Revenue	41 / $116,550	25 / $94,095	31 / $152,836	30 / $216,323
Municipal Accommodations				
Estimated Market Value	$3 - $4B	$3 - $4B	$2 - $3B	$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	1,096 / 7.7M sq ft

NOTE: M = millions
B = billions

Property Asset Management - Tax Supported

Contributing Departments

Assets & Project Mgmt. 63 %
Planning, Prop. & Devl. 37 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	18.470	18.484	15.549	20.801		15.657
Provincial funding (service specific)	-	-	-	-		-
Revenues	**18.470**	**18.484**	**15.549**	**20.801**	**1**	**15.657**
Salaries and benefits	3.701	4.275	4.278	4.167		4.265
Services	0.517	0.838	0.830	0.832		0.832
Materials, parts, and supplies	0.006	0.013	0.013	0.013		0.013
Assets and purchases	0.017	0.023	0.023	0.023		0.023
Grants, transfers and other	8.712	8.805	8.234	8.165		8.144
Recoveries	(1.635)	(1.724)	(1.739)	(1.635)		(1.645)
Operating Expenses	**11.318**	**12.231**	**11.639**	**11.566**		**11.633**
Transfer to Capital	0.039	0.039	-	-		-
Debt and finance charges	0.610	0.610	0.614	0.620		0.636
Total Expenses	**11.967**	**12.880**	**12.253**	**12.186**	**2**	**12.269**
Mill Rate Support/(Contribution)	**(6.503)**	**(5.604)**	**(3.296)**	**(8.615)**		**(3.388)**
Full-time Equivalent Positions	**45**	**47**	**46**	**44**		**44**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in Transfer from Land Operating Reserve	5.000
Increase in transfer from Municipal Accommodations	0.181
Miscellaneous adjustments	0.071
	5.252

2 Expenses

Decrease in salaries and benefits	(0.111)
Miscellaneous adjustments	0.044
	(0.067)

Full-time Equivalent Positions

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

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Municipal Accommodations	Revenue	11.041	11.027	11.023	11.204	10.988
	Operating expenses	9.289	9.190	8.584	8.528	8.512
	Transfer to Capital	0.019	0.019	-	-	-
		(1.732)	(1.817)	(2.439)	(2.675)	(2.476)
Land and Property	Revenue	7.429	7.458	4.527	9.597	4.669
	Operating expenses	2.850	3.651	3.669	3.658	3.757
	Transfer to Capital	0.020	0.020	-	-	-
		(4.559)	(3.787)	(0.858)	(5.940)	(0.913)
Mill Rate Support/(Contribution)		**(6.291)**	**(5.604)**	**(3.296)**	**(8.615)**	**(3.388)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Land Operating Reserve	19.463	20.410	16.691	17.797

Property Asset Management - Municipal Accommodations

Contributing Departments

Assets & Project Mgmt. 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	68.752	72.048	73.424	73.032		75.176
Provincial funding (service specific)	0.340	0.359	0.359	0.359		0.359
Revenues	**69.092**	**72.407**	**73.783**	**73.391**	**1**	**75.536**
Salaries and benefits	19.474	20.718	21.636	21.084		21.467
Services	26.779	30.203	29.854	29.828		31.454
Materials, parts, supplies	6.976	6.209	7.031	6.633		6.720
Assets and purchases	0.016	0.030	0.030	0.030		0.030
Grants, transfers and other	12.353	12.252	12.254	12.501		12.285
Recoveries	(2.431)	(3.020)	(3.035)	(2.762)		(2.762)
Operating Expenses	**63.166**	**66.392**	**67.770**	**67.314**		**69.194**
Transfer to Capital	1.169	1.169	1.056	1.056		1.089
Debt and finance charges	4.757	4.846	4.957	5.021		5.253
Total Expenses	**69.092**	**72.407**	**73.783**	**73.391**	**2**	**75.536**
Surplus/(Deficit)	**-**	**-**	**-**	**-**		**-**
Full-time Equivalent Positions	**259**	**286**	**286**	**283**		**284**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in transfer for accommodation charges	0.337
Increase in transfer from Parks and Open Spaces for facilities operations and maintenance	0.040
Decrease in transfer from Community Services for facilities operations and maintenance	(0.769)
	(0.392)

2 Expenses

Increase in utility costs primarily related to rate increases	0.393
Decrease in recoveries	0.273
Increase in grants transfers and other	0.247
Increase in debt and finance charges	0.064
Decrease in costs for cleaning and other facility maintenance related to COVID-19	(0.791)
Decrease in salaries and benefits	(0.552)
Miscellaneous adjustments	(0.026)
	(0.392)

Full-time Equivalent Positions

Reduction of 3 FTEs due to to deletion of Labourer position (1 FTE) and increase to Vacancy Management (2 FTEs).

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Municipal Accommodations	Revenue	49.987	50.553	50.035	50.412	52.093
	Operating expenses	48.694	49.258	48.955	49.334	50.992
	Transfer to Capital	1.169	1.169	1.056	1.056	1.089
		0.124	0.127	0.024	0.022	0.012
Pool Facilties	Revenue	11.885	14.352	14.690	15.032	15.334
	Operating expenses	10.963	14.446	14.710	15.100	15.345
	Transfer to Capital	-	-	-	-	-
		0.922	(0.094)	(0.019)	(0.067)	(0.012)
Arena Facilities	Revenue	4.679	4.751	6.245	5.069	5.175
	Operating expenses	5.631	4.765	6.249	5.065	5.175
	Transfer to Capital	-	-	-	-	-
		(0.952)	(0.014)	(0.004)	0.004	-
Recreation Centres	Revenue	1.216	1.403	1.441	1.481	1.512
	Operating expenses	1.676	1.414	1.443	1.452	1.512
	Transfer to Capital	-	-	-	-	-
		(0.459)	(0.011)	(0.002)	0.028	-
Community Centre Facilities	Revenue	1.325	1.349	1.373	1.397	1.422
	Operating expenses	0.960	1.356	1.371	1.384	1.422
	Transfer to Capital	-	-	-	-	-
		0.365	(0.008)	-	0.013	-
Surplus/(Deficit)		**-**	**-**	**-**	**-**	**-**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	2.804	9.483	12.287

Cemeteries

Includes:

- *Cemeteries (Brookside Cemetery, St Vital Cemetery, and 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

OurWinnipeg 2045: City Building

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. Maintain the heritage of cemeteries and continue to promote their significance in the community.

Service Level Statistics

Description	2017	2018	2019	2020
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections [A]	0	353	0	0
Lineal Feet of New Field of Honour Precast Beam foundation installed	0	3,104	2,900	3,184
Number of Individual Foundations Installed	54	34	69	54
Number of Educational Tours	15	0	0	0
Number of Interment Sites re-leveled and re-seeded	1,104	1,025	1,044	1,087
Number of Field of Honour Interment Sites re-landscaped	400	440	210	210
Number of Trees Planted [B]	100	120	0	96
Lineal feet of existing Field of Honour Precast Beam refurbished	88	1,812	772	1,572

[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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	1.967	1.780	1.817	1.871		1.909
Provincial funding (service specific)	-	-	-	-		-
Revenues	**1.967**	**1.780**	**1.817**	**1.871**	**1**	**1.909**
Salaries and benefits	1.754	1.710	1.841	1.851		1.882
Services	0.654	0.459	0.440	0.423		0.387
Materials, parts and supplies	0.149	0.129	0.132	0.132		0.132
Assets and purchases	0.006	0.007	0.007	0.007		0.004
Grants, transfers and other	0.209	0.211	0.214	0.216		0.212
Recoveries	(0.038)	(0.040)	(0.040)	(0.025)		(0.025)
Operating Expenses	**2.734**	**2.477**	**2.594**	**2.604**		**2.593**
Transfer to Capital	0.250	0.250	-	-		-
Debt and finance charges	0.017	0.017	0.018	0.021		0.027
Total Expenses	**3.001**	**2.743**	**2.612**	**2.624**	**2**	**2.620**
Mill Rate Support/(Contribution)	**1.033**	**0.963**	**0.795**	**0.754**		**0.710**
Full-time Equivalent Positions	**25**	**24**	**26**	**26**		**26**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in Cemeteries revenues due to inflation	0.054
	0.054

2 Expenses

Miscellaneous adjustments	0.012
	0.012

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Perpetual Mtce-Brookside Cem	18.015	18.390	18.815	19.251
- Perpetual Mtce-St Vital Cem	1.320	1.361	1.405	1.451
- Perpetual Mtce-Transona Cem	0.942	0.989	1.024	1.060

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.150	0.224	0.374

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Protection, Community Services and Parks

Fire and Rescue Response

Includes:

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

Description

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.

OurWinnipeg 2045: Good Health & Well-being

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. Align technology, equipment and staff to provide services that are environmentally sustainable.

Service Level Statistics

Description	2017	2018	2019	2020
Total Fires	1,560	1,837	1,804	2,025
Alarm - No Fire	8,282	8,668	8,653	7,816
Gas/Odor/Hazardous Materials Emergencies	934	1,058	1,087	963
Miscellaneous Emergencies	4,668	5,024	5,476	4,577
Rescue Emergencies	193	210	197	218
Fire Investigations	359	365	422	416
Arson Determinations [A]	436	441	389	464
Emergency Medical Incidents - Fire Only Dispatched	16,285	15,675	15,891	14,909
Emergency Medical Incidents-Ambulance +Fire Dispatched	42,150	44,287	47,717	40,315
Fire Assisted Scheduled Inter-Facility Transfers	8	6	8	9

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

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2020 Actual *	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.655	0.611	0.661	0.917		0.917
Provincial funding (service specific)	4.144	4.027	4.522	4.522		4.522
Revenues	**4.799**	**4.638**	**5.183**	**5.439**	**1**	**5.439**
Salaries and benefits	125.209	121.143	124.248	128.015		130.494
Services	6.467	7.317	7.690	7.029		7.264
Materials, parts, and supplies	3.401	4.526	5.066	5.789		4.677
Assets and purchases	0.468	0.221	0.324	0.284		0.356
Grants, transfers and other	2.747	1.054	1.061	1.148		1.151
Recoveries	(0.332)	(0.183)	(0.305)	(0.258)		(0.289)
Operating expenses	**137.959**	**134.078**	**138.083**	**142.006**		**143.652**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	2.756	2.595	3.190	3.700		4.975
Total Expenses	**140.715**	**136.673**	**141.273**	**145.707**	**2**	**148.628**
Mill Rate Support/(Contribution)	**135.916**	**132.035**	**136.090**	**140.268**		**143.189**
Full-time Equivalent Positions	**926**	**919**	**920**	**931**		**931**

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

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in fire protection service revenue	0.256
	0.256

2 Expenses

Increase in salaries and benefits, including additional resources for mental health support	3.767
Increase in clothing	0.750
Increase in debt and finance charges	0.510
Decrease in equipment lease	(0.660)
Decrease in training and conferences	(0.178)
Miscellaneous adjustments	0.245
	4.434

Full-time Equivalent Positions

Increase of 11 FTE includes 5.0 FTE Personal Protective Equipment (PPE) Repair Technicians, 1.0 FTE Behavioural Health Resource Nurse, 1.4 FTE Programmer Analyst, 1.0 FTE Information Technology Specialist, and 3.0 FTE due to refinement of the service based view, offset with Medical Response service area.

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Fire Suppression & Life Rescue	Revenue	4.794	4.633	5.138	5.394	5.394
	Operating expenses	129.598	125.377	129.682	133.871	136.593
	Transfer to Capital	-	-	-	-	-
		124.804	120.743	124.544	128.477	131.199
Fire Investigation	Revenue	-	-	-	-	-
	Operating expenses	0.867	0.910	0.935	0.935	0.971
	Transfer to Capital	-	-	-	-	-
		0.867	0.910	0.935	0.935	0.971
Specialty Rescue	Revenue	-	-	-	-	-
	Operating expenses	0.116	0.127	0.128	0.128	0.129
	Transfer to Capital	-	-	-	-	-
		0.116	0.127	0.128	0.128	0.129
Fire Paramedic Response	Revenue	0.005	0.004	0.044	0.044	0.044
	Operating expenses	10.135	10.260	10.527	10.772	10.934
	Transfer to Capital	-	-	-	-	-
		10.129	10.256	10.483	10.727	10.890
Mill Rate Support/(Contribution)		**135.916**	**132.035**	**136.090**	**140.268**	**143.189**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	20.283	27.775	48.058

Fire and Injury Prevention

Includes:

- *Fire and Injury Prevention Education*
- *Fire Inspection*

Description

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.

OurWinnipeg 2045: Good Health & Well-being

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	2020
Fire Prevention By-Law/Fire Code Inspections	10,210	10,836	11,115	11,169
Operations Inspections [A]	1,297	1,116	1,021	265
Permits Issued	254	311	339	215
Property File Searches/Plans Examined	1,019	890	921	702
Fire Code/By-Law Violations Cited	12,408	11,304	10,057	12,833
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	611	657	520	365
Fire Safety House [A]	205	152	203	0
Other Community Events [A]	161	112	123	5
Fire Safety Lectures/Presentations [A]	209	184	211	0
Medical/Injury Prevention Lectures/Presentations [A]	174	186	197	67
Youth Fire Stop	13	53	13	15
Career Symposiums [A]	7	14	5	0
Evacuation Fire Drills [A]	100	80	108	6
Fire/Paramedic Station Tours [A]	159	154	129	7
Community Fire Prevention Partnership [A]	309	1,648	600	36
Arson Prevention in Schools [A]	35	45	11	6
Career Camps [A] [B]	n/a	19	12	0
Community Education [A] [B]	n/a	7	1	2

[A] Many Fire Prevention and Public Education activities and services were halted beginning in March 2020 due to the Coronavirus (COVID-19) pandemic.

[B] Data Collection began in 2018.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.435	1.147	1.147	1.160		1.160
Provincial funding (service specific)	0.050	0.050	0.055	0.055		0.055
Revenues	**0.485**	**1.197**	**1.202**	**1.215**	**1**	**1.215**
Salaries and benefits	5.075	5.271	5.442	5.830		5.949
Services	0.341	0.328	0.325	0.307		0.316
Materials, parts, and supplies	0.111	0.236	0.234	0.210		0.206
Assets and purchases	0.035	0.043	0.045	0.045		0.045
Grants, transfers and other	0.348	0.303	0.305	0.334		0.335
Recoveries	(0.139)	(0.005)	(0.008)	(0.006)		(0.006)
Operating expenses	**5.771**	**6.176**	**6.343**	**6.721**		**6.845**
Transfer to Capital	-	-	0.008	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**5.771**	**6.176**	**6.351**	**6.721**	**2**	**6.845**
Mill Rate Support/(Contribution)	**5.286**	**4.979**	**5.149**	**5.506**		**5.630**
Full-time Equivalent Positions	**41**	**42**	**42**	**44**		**44**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.013
	0.013

2 Expenses

Increase in salaries and benefits	0.388
Miscellaneous adjustments	(0.018)
	0.370

Full-time Equivalent Positions

Increase of 2 FTEs due to refinement of the service based view, offset with Medical Response service area.

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Fire & Injury Prev Education	Revenue	0.001	-	-	-	-
	Operating expenses	0.624	0.710	0.728	1.016	1.036
	Transfer to Capital	-	-	0.008	-	-
		0.623	0.709	0.735	1.016	1.035
Fire Inspection	Revenue	0.484	1.197	1.202	1.215	1.215
	Operating expenses	5.146	5.467	5.616	5.705	5.809
	Transfer to Capital	-	-	-	-	-
		4.663	4.270	4.413	4.490	4.594
Mill Rate Support/(Contribution)		**5.286**	**4.979**	**5.149**	**5.506**	**5.630**

Medical Response

Includes:

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

Description

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.

OurWinnipeg 2045: Good Health & Well-being

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. Leverage quality improvement to achieve the highest level of customer satisfaction.
4. Pursue partnerships to enhance delivery of medical service.

Service Level Statistics

Description	2017	2018	2019	2020
Emergency Medical Incidents-Total Ambulance Dispatched	64,418	67,679	73,420	72,026
Emergency Medical Incidents-Ambulance Only Dispatched	22,268	23,392	25,703	31,711
Emergency Medical Incidents-Ambulance & Fire Dispatched	42,150	44,287	47,717	40,315
Scheduled Inter-facility Transfers-Total Dispatched	6,414	6,104	6,098	7,138
Emergency Patient Transports	51,770	53,194	55,607	53,778
Patients Assessed or Treated at Scene (not transported)	25,712	26,340	27,246	26,931
Total Patient Contacts (no Community Paramedicine)	81,967	83,794	86,769	82,981
Patient Contacts per Thousand Population	109.4	111.2	113.6	108.2
Main Street Project Patient Contacts	13,948	13,547	14,062	11,688
Community Paramedicine Patient Contacts (EPIC) [A]	1,421	1,254	1,261	2,691

[A] EPIC = Emergency Paramedics in the Community program

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2020 Actual *	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	15.184	16.455	17.382	15.740		15.894
Provincial funding (service specific)	49.398	48.688	49.899	51.520		52.544
Revenues	**64.582**	**65.143**	**67.281**	**67.260**	**1**	**68.438**
Salaries and benefits	50.635	50.779	52.597	53.251		54.368
Services	7.156	6.599	5.716	5.147		5.249
Materials, parts and supplies	2.485	2.368	2.948	2.738		2.446
Assets and purchases	0.565	0.417	0.426	0.400		0.500
Grants, transfers and other	4.428	3.608	3.603	3.494		3.499
Recoveries	(3.030)	(1.131)	(0.256)	(0.117)		(0.117)
Operating expenses	**62.238**	**62.640**	**65.033**	**64.912**		**65.944**
Transfer to Capital	0.039	-	-	-		-
Transfer to Capital - Shared Health	1.471	1.529	0.994	0.721		0.586
Debt and finance charges	0.834	0.974	1.253	1.627		1.908
Total Expenses	**64.582**	**65.143**	**67.281**	**67.260**	**2**	**68.438**
Mill Rate Support/(Contribution)	**-**	**-**	**-**	**-**		**-**
Full-time Equivalent Positions	**416**	**411**	**422**	**417**		**417**

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

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in ambulance service revenue	(1.707)
Increase in Shared Health grant	1.621
Miscellaneous adjustments	0.065
	(0.021)

2 Expenses

Increase in salaries and benefits	0.654
Decrease in training and conferences	(0.112)
Decrease in transfer to capital - Shared Health	(0.273)
Decrease in professional services	(0.287)
Miscellaneous adjustments	(0.003)
	(0.021)

Full-time Equivalent Positions

Decrease of 5 FTE due to refinement of the service based view, offset with Fire Rescue Response and Fire and Injury Prevention service areas.

Medical Response

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Emergency Ambulance	Revenue	50.932	52.959	54.599	54.710	55.655
	Operating expenses	49.461	51.430	53.605	53.989	55.069
	Transfer to Capital	1.471	1.529	0.994	0.721	0.586
		-	-	-	-	-
Medical Transfers	Revenue	11.028	9.172	9.571	9.451	9.632
	Operating expenses	11.028	9.172	9.571	9.451	9.632
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Community Paramedicine	Revenue	2.622	3.012	3.111	3.098	3.152
	Operating expenses	2.622	3.012	3.111	3.098	3.152
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		-	-	-	-	-

Emergency Management

Description

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.

OurWinnipeg 2045: Social Equity

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	2020
OEM Presentations/Consultations Delivered	21	16	2	3
OEM Disaster Management Training Sessions Delivered	9	4	4	2
OEM Individuals Trained [A]	150	83	122	78
OEM Exercises (internal and with stakeholders)	6	5	4	3
OEM Notifications and Threat Assessments [B] [C]	n/a	12	1	7
EOC / Multiple Department Activation	2	4	4	2
EOC Days Activated [C]	14	4	9	332

* 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.

[C] Emergency Operations consistent beginning in March 2020 due to the Coronavirus (COVID-19) pandemic.

Emergency Management

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	-	-	-	-		-
Provincial funding (service specific)	-	-	-	-		-
Revenues	**-**	**-**	**-**	**-**	**1**	**-**
Salaries and benefits	1.054	1.023	1.030	1.056		1.081
Services	0.069	0.264	0.080	0.217		0.215
Materials, parts, and supplies	0.145	0.020	0.020	0.016		0.016
Assets and purchases	0.003	0.018	0.019	0.019		0.019
Grants, transfers and other	0.313	0.095	0.095	0.095		0.095
Recoveries	(0.011)	-	-	-		-
Operating expenses	**1.573**	**1.421**	**1.244**	**1.403**		**1.426**
Transfer to Capital	-	-	0.142	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**1.573**	**1.421**	**1.386**	**1.403**	**2**	**1.426**
Mill Rate Support/(Contribution)	**1.573**	**1.420**	**1.386**	**1.402**		**1.425**
Full-time Equivalent Positions	**9**	**9**	**9**	**9**		**9**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in services for annual business continuity software licensing	0.137
Increase in salaries and benefits	0.026
Decrease in transfer to capital following purchase of business continuity software in 2021	(0.142)
Miscellaneous adjustments	(0.004)
	0.017

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.

OurWinnipeg 2045: Good Health & Well-being

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.

Service Level Statistics

Description	2017	2018	2019	2020 [A]
% of Prime Time Ice Sold in the Regular Season (Jan/Feb, Oct-Dec)	82%	85%	81%	83%
Number of Aquatics Paid Courses	8,333	7,788	8,498	3,790
Number of Recreation & Leisure Paid Courses	3,431	3,538	3,518	1,664
Number of Hours of Recreation, Leisure & Aquatics Paid Courses	79,056	78,232	81,206	11,659
Number of Registered Course Subsidies Issued [B]	2,365	3,065	3,861	3,437
Number of Facility Pass Subsidies Issued	4,288	5,161	6,534	2,428
Number of Public Swim Visits to Outdoor Pools	155,967	151,073	129,297	89,861
Participation Visits to Free Recreation, Leisure & Swim Programming [C]	257,028	239,121	252,855	59,937
Number of Hours of Wading Pool Free Programming [D]	21,331	22,483	21,739	13,676
Number of Hours of Spray Pad Free Programming	21,186	23,947	22,700	20,801
Number of Recreation Grants Administered	7	7	7	7
Value of Recreation Grants Administered	$2,130,014	$2,157,374	$2,217,374	$2,109,993

[A] For 2020, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders.

[B] Beginning in 2020, Leisure Guide subsidies are now awarded as $300/person activity credits for self-registration, and not uniquely per course.

[C] Total Free Swim, Free Public Skate & Free Children/Youth/Adult Drop-In Visits.

[D] 2020 reflects staggered re-opening of facilities and reduced number of wading pools re-opened (40 out of 81).

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	5.493	13.108	8.450	10.687		13.275
Provincial funding (service specific)	0.825	0.700	0.700	0.700		0.700
Revenues	**6.318**	**13.808**	**9.150**	**11.387**	**1**	**13.975**
Salaries and benefits	16.854	22.648	22.740	22.802		23.222
Services	1.238	2.902	2.729	2.724		2.707
Materials, parts, and supplies	0.313	0.489	0.560	0.522		0.488
Assets and purchases	0.027	0.049	0.052	0.046		0.052
Grants, transfers and other	28.356	31.252	33.420	32.787		33.395
Recoveries	(0.722)	(0.591)	(0.609)	(0.101)		(0.101)
Operating expenses	**46.066**	**56.748**	**58.892**	**58.780**		**59.764**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	0.599	0.476	0.758	0.799		1.823
Total Expenses	**46.665**	**57.224**	**59.650**	**59.579**	**2**	**61.587**
Mill Rate Support/(Contribution)	**40.347**	**43.416**	**50.501**	**48.192**		**47.612**
Full-time Equivalent Positions	**273**	**378**	**376**	**370**		**370**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase Recreation revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2022.	2.237
	2.237

2 Expenses

Increase in building services charges	0.530
Decrease Asset Management Office recovery from capital	0.331
Increase in Universal Funding Formula grants to community centres	0.125
Increase in salaries and benefits	0.062
Increase in debt and finance charges	0.041
Decrease for one-time budget increase in 2021 for additional sanitation measures at facilities due to the COVID-19 pandemic.	(1.300)
Miscellaneous adjustments	0.140
	(0.071)

Full-time Equivalent Positions

The change in FTEs resulted from an internal realignment of positions with differing dollar values within the service, and a realignment of FTEs to Community Liveability to help meet service delivery expectations.

Note: 2020 actual FTEs reflect the impact of COVID-19 pandemic.

Recreation

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Aquatic Services	Revenue	2.653	6.973	4.188	5.038	7.036
	Operating expenses	23.905	30.233	30.931	31.670	32.739
	Transfer to Capital	-	-	-	-	-
		21.252	23.260	26.743	26.632	25.703
Recreation Services	Revenue	1.893	3.900	2.333	3.232	3.821
	Operating expenses	8.089	11.535	11.942	12.098	12.753
	Transfer to Capital	-	-	-	-	-
		6.196	7.635	9.609	8.867	8.932
Arenas	Revenue	1.337	2.514	2.206	2.696	2.696
	Operating expenses	4.768	4.843	6.332	5.181	5.290
	Transfer to Capital	-	-	-	-	-
		3.432	2.329	4.126	2.485	2.595
Community Centres	Revenue	0.435	0.422	0.422	0.422	0.422
	Operating expenses	9.902	10.613	10.446	10.630	10.805
	Transfer to Capital	-	-	-	-	-
		9.467	10.191	10.024	10.208	10.383
Mill Rate Support/(Contribution)		**40.347**	**43.416**	**50.501**	**48.192**	**47.612**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	22.233	28.977	51.210

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

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

OurWinnipeg 2045: Environmental Resilience

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.

Service Level Statistics

Description	2017	2018	2019	2020
Number of fields aerated (visited)	1,393	1,727	1,502	1,526
Number of fields top dressed (visited)	656	664	680	672
Number of fields fertilized (visited)	772	768	782	840
Total hectares of parks and open spaces [A]	3,610	3,615	3,592	3,577
Total hectares of maintained park, boulevard and athletic field turf [B] [C]	2,325	2,275	2,254	2,630
Park pathways/walkways maintained (km) [A] [B]	280	284	286	342
Number of athletic fields in Parks and Open Spaces [A] [B]	665	667	668	710
Number of playground sites in Parks and Open Spaces [A] [B]	499	501	505	524
Number of 311 service requests	14,650	15,778	23,318	14,290
Number of park projects (new / completed)	12 / 36	60 / 50	39 / 54	24 / 52
Number of environmental program participants [C]	5,427	5,020	5,436	1,167
Number of ecologically significant natural areas	476	479	495	467
Number of boulevard and park trees	304,530	302,986	299,798	294,444
Number of trees planted [D]	2,448	2,586	1,434	1,387
Number of Dutch Elm Disease (DED) trees removed (Parks and Open Spaces/private, other properties) [E]	6,575	9,031	6,093	10,315
Number of non-DED trees removed (Parks and Open Spaces)	2,093	2,894	3,301	3,594
Number of trees pruned	11,154	12,395	9,751	9,363

[A] Inventory excludes Assiniboine Park

[B] Adjustments to query methodology in 2020 has resulted in an increase in reported values

[C] Reduced number of participants in 2020 is a result of the COVID-19 pandemic

[D] Significant decrease in plantings is a result of funding reallocation towards tree health management

[E] Tree removals increased in 2020 to address backlog created by a reallocation of resources during the 2019 storm cleanup

Parks and Urban Forestry

Contributing Departments

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

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.547	0.687	0.700	0.635		0.646
Provincial funding (service specific)	1.000	1.005	1.005	1.000		1.000
Revenue	**1.547**	**1.692**	**1.705**	**1.635**	**1**	**1.646**
Salaries and benefits	21.252	21.633	21.821	21.946		22.330
Services	11.169	10.521	11.370	13.350		13.501
Materials, parts, and supplies	3.155	2.940	2.976	2.946		2.973
Assets and purchases	0.015	0.034	0.033	0.033		0.033
Grants, transfers and other	3.521	3.523	3.618	3.626		3.646
Recoveries	(3.794)	(2.277)	(2.241)	(2.241)		(2.247)
Operating expenses	**35.317**	**36.374**	**37.577**	**39.660**		**40.236**
Transfer to Capital	2.373	3.157	-	0.014		-
Debt and finance charges	0.041	0.440	0.602	0.821		1.183
Total Expenses	**37.731**	**39.971**	**38.180**	**40.494**	**2**	**41.419**
Mill Rate Support/(Contribution)	**36.185**	**38.279**	**36.475**	**38.859**		**39.773**
Full-time Equivalent Positions	**318**	**311**	**310**	**307**		**308**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in revenues related to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department	(0.082)
Miscellaneous adjustments	0.012
	(0.070)

2 Expenses

Increase for tree pruning, maintenance, and replanting	2.000
Increase in salaries and benefits before transfer of Equipment Operator Training Branch	0.271
Increase in debt and finance expenditures	0.219
Transfer to Capital	0.014
Decrease in salaries and benefits due to transfer of Equipment Operator Training Branch	(0.146)
Decrease in non-salary expenditures due to transfer of Equipment Operator Training Branch	(0.057)
Miscellaneous adjustments	0.013
	2.314

Full-time Equivalent Positions

Decrease of 2 FTEs due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department and 1 FTE related to approved position addition and deletions reflecting Departmental Operational requirements.

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Park Grass Maintenance	Revenue	0.024	0.021	0.021	-	-
	Operating expenses	7.773	7.962	8.004	8.043	8.144
	Transfer to Capital	-	-	-	-	-
		7.750	7.941	7.983	8.043	8.144
Park Amenity Maintenance	Revenue	0.232	0.042	0.042	0.038	0.038
	Operating expenses	3.217	3.992	4.042	4.133	4.238
	Transfer to Capital	0.594	0.732	-	-	-
		3.579	4.682	4.000	4.096	4.200
Athletic Field Maintenance	Revenue	0.116	0.424	0.435	0.443	0.452
	Operating expenses	2.531	2.858	2.872	2.901	2.939
	Transfer to Capital	0.042	-	-	-	-
		2.456	2.433	2.437	2.458	2.487
Park Pathway Maintenance	Revenue	0.001	0.001	0.001	-	-
	Operating expenses	0.312	0.290	0.292	0.292	0.299
	Transfer to Capital	0.032	-	-	-	-
		0.343	0.289	0.291	0.292	0.299
Park Planning/Development	Revenue	0.010	0.021	0.021	0.019	0.019
	Operating expenses	2.892	2.842	2.862	2.827	2.909
	Transfer to Capital	0.823	0.683	-	0.014	-
		3.705	3.504	2.840	2.822	2.890
Tree Planting	Revenue	0.002	0.002	0.002	-	-
	Operating expenses	1.789	1.764	2.238	3.260	3.282
	Transfer to Capital	0.161	0.050	-	-	-
		1.947	1.812	2.235	3.260	3.282
Tree Pruning & Removal	Revenue	0.017	0.015	0.015	-	-
	Operating expenses	5.299	4.597	5.043	6.190	6.367
	Transfer to Capital	0.136	0.190	-	-	-
		5.418	4.773	5.028	6.190	6.367
Dutch Elm Disease Control	Revenue	1.013	1.011	1.011	1.000	1.000
	Operating expenses	4.815	5.692	5.961	5.994	6.275
	Transfer to Capital	0.136	0.769	-	-	-
		3.939	5.450	4.950	4.994	5.275
Weed Control	Revenue	0.094	0.096	0.098	0.096	0.098
	Operating expenses	0.900	0.964	0.969	0.939	0.963
	Transfer to Capital	-	-	-	-	-
		0.806	0.869	0.871	0.843	0.865

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Natural Areas Management	Revenue	0.019	0.042	0.042	0.039	0.039
	Operating expenses	0.887	0.964	0.977	0.982	0.997
	Transfer to Capital	-	-	-	-	-
		0.868	0.923	0.936	0.943	0.958
Playground Management	Revenue	0.004	0.004	0.004	-	-
	Operating expenses	0.644	0.881	0.886	0.914	0.957
	Transfer to Capital	0.449	0.732	-	-	-
		1.089	1.609	0.883	0.914	0.957
Winter Amenity Maintenance	Revenue	0.006	0.005	0.005	-	-
	Operating expenses	1.128	1.299	1.306	1.298	1.315
	Transfer to Capital	-	-	-	-	-
		1.122	1.294	1.302	1.298	1.315
Boulevard Maintenance	Revenue	0.009	0.008	0.008	-	-
	Operating expenses	3.174	2.709	2.728	2.707	2.733
	Transfer to Capital	-	-	-	-	-
		3.165	2.701	2.720	2.707	2.733
Mill Rate Support/(Contribution)		**36.185**	**38.279**	**36.475**	**38.859**	**39.773**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Land Dedication Reserve	9.047	11.680	11.320	11.664

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	11.848	43.603	55.451

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.
- Community Development - community-based solutions to enhance well-being of all Winnipeggers.
- Crisis response coordination - connecting citizens to available supports and services.
- Critical support services for citizens during local emergencies (24 hours a day, seven days a week).
- Administration of grants to community organizations, including the Community Incentive Grant Program (CIGP), the 24/7 Safe Space Grant Program, and Safety and Crime Prevention Grants.
- Administration of a bicycle recovery program.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. To utilize our performance management systems in order to move towards a centralized by-law enforcement dispatch model to improve service levels.
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	2020 [A]
No. of Service Requests [B]	12,703	14,478	23,053	16,580
No. of Service Requests per By-Law Officer	652	712	1,048	947
No. of Property Standards Inspections/Visits [B]	24,715	26,469	35,727	27,793
No. of Vacant Buildings as at January 1	536	536	470	593
No. of Vacant Buildings Added to List During the Year	235	199	376	248
No. of Vacant Buildings Removed from List During the Year	235	265	253	298
No. of Compliance Orders Issued [B]	4,955	6,848	10,736	7,594
No. of Offence Notices Served (Tickets) [B]	290	1,950	4,314	2,763
No. of Property Clean-Ups Conducted by the Public Service	540	587	987	748
No. of Business Licenses Issued	918	894	878	817
No. of Organizations/Networks/Working Groups Engaged With [C]				115
No. of Individuals Consulted/Engaged to Inform Programs/Policies/Initiatives [C]				375
No. of Community Partners Collaborating on Projects/Initiatives [C]				98
No. of Crisis Response/Resource Connection/Information Referrals Responded to	246	297	406	414
No. of Emergencies Responded/No. of Individuals Impacted	14 / 538	14 / 170	14/249	17/306
No. of Community Grants Administered [D]	20	18	17	23
Value of Community Grants Administered [D]	$1,622,037	$1,577,039	$1,077,039	$1,437,570
No. of New Bike Registrations [E]	510	2,451	2,858	2,367

[A] In 2020, by-law enforcement staff provided COVID-19 pandemic-related enforcement and support.

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

[C] New for 2020. Historical data not available.

[D] Excludes CIGP. Effective 2020, includes five community grants previously classified as operating expenses.

[E] The 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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	1.356	1.228	1.221	1.323		1.324
Provincial funding (service specific)	-	-	-	-		-
Revenues	**1.356**	**1.228**	**1.221**	**1.323**	**1**	**1.324**
Salaries and benefits	5.181	4.690	4.861	5.168		5.217
Services	0.804	0.922	1.005	1.745		1.857
Materials, parts, and supplies	0.034	0.073	0.071	0.080		0.074
Assets and purchases	0.006	0.025	0.017	0.013		0.015
Grants, transfers and other	1.933	2.175	2.081	2.188		2.085
Recoveries	(0.856)	(0.493)	(0.580)	(0.648)		(0.568)
Operating expenses	**7.102**	**7.393**	**7.455**	**8.546**		**8.680**
Transfer to Capital	1.155	1.155	-	-		-
Debt and finance charges	0.202	0.324	0.249	0.307		0.405
Total Expenses	**8.459**	**8.872**	**7.703**	**8.853**	**2**	**9.085**
Mill Rate Support/(Contribution)	**7.103**	**7.644**	**6.482**	**7.530**		**7.760**
Full-time Equivalent Positions	**65**	**56**	**57**	**60**		**59**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in vacant building board up revenue	0.100
Miscellaneous adjustments	0.002
	0.102

2 Expenses

Funding for 24-Hour Mobile Outreach Services to support individuals experiencing unsheltered homelessness	0.550
Increase in salaries and benefits	0.307
Funding to support the public washroom program including the rental and maintenance of temporary washrooms and peer support at the new permanent community washroom	0.290
Increase in debt and finance charges	0.058
Miscellaneous adjustments	(0.055)
	1.150

Full-time Equivalent Positions

The change in FTEs is due to a realignment of positions from Libraries and Recreation services to help meet service delivery expectations.

Community Liveability

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Vacant Building Enforcement	Revenue	0.403	0.335	0.335	0.440	0.440
	Operating expenses	0.807	0.779	0.876	0.895	0.912
	Transfer to Capital	-	-	-	-	-
		0.404	0.444	0.541	0.455	0.472
Community By-law Enforcement	Revenue	0.827	0.800	0.794	0.788	0.789
	Operating expenses	2.818	3.199	3.071	3.131	3.188
	Transfer to Capital	-	-	-	-	-
		1.991	2.399	2.277	2.344	2.399
Bicycle Recovery	Revenue	0.124	0.092	0.092	0.095	0.095
	Operating expenses	0.225	0.237	0.239	0.241	0.241
	Transfer to Capital	-	-	-	-	-
		0.101	0.145	0.147	0.146	0.146
Community Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.235	0.230	0.251	0.274	0.278
	Transfer to Capital	-	-	-	-	-
		0.235	0.230	0.251	0.274	0.278
Community Grants	Revenue	-	-	-	-	-
	Operating expenses	1.543	1.548	1.572	1.673	1.576
	Transfer to Capital	-	-	-	-	-
		1.543	1.548	1.572	1.673	1.576
Community Development	Revenue	0.002	-	-	-	-
	Operating expenses	1.677	1.723	1.695	2.639	2.888
	Transfer to Capital	1.155	1.155	-	-	-
		2.829	2.878	1.695	2.639	2.888
Mill Rate Support/(Contribution)		**7.103**	**7.644**	**6.482**	**7.530**	**7.760**

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	1.000	-	1.000

Libraries

Includes:

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

Description

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.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

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

Service Level Statistics

Description	2017	2018	2019	2020 [A]
Number of Items Circulated	4,888,125	4,879,201	5,006,407	2,881,774
Number of Information Questions Answered	163,957	231,896	267,951	97,488
Number of Library Material Holdings	1,262,438	1,290,385	1,278,273	1,233,040
Number of Programs (All ages)	3,808	3,603	3,886	1,131
Number of Programs (Children/Youth)	2,770	2,487	2,530	1,098
Number of Attendees at Programs (All ages)	100,650	95,272	101,371	28,465
Number of Attendees at Programs (Children/Youth)	77,184	69,743	70,210	15,936
Number of Computer Bookings	368,544	313,010	266,914	54,542
Number of Visits to Library Website	11,628,048	11,596,929	14,964,147	10,101,549 [B]
Number of Annual In-person Visits	2,969,413	2,832,351	2,418,558	804,183

[A] For 2020, services were significantly impacted by COVID-19 pandemic-related closures. Library branches were closed starting March 14, 2020 and after that date reopened and closed as public health orders permitted. For the remainder of 2020, limited contactless pickup was in place for approximately four months, in person browsing for approximately two months, and in-person programming was not offered.

[B] Number of visits to library website decreased due to COVID-19 pandemic-related closures. The library website could not be accessed from public computer workstations in library facilities for a significant portion of 2020.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.411	0.918	0.258	0.258		0.258
Provincial funding (service specific)	2.058	2.054	2.054	2.054		2.054
Revenues	**2.469**	**2.972**	**2.312**	**2.312**	**1**	**2.312**
Salaries and benefits	14.204	17.778	17.822	17.982		18.313
Services	0.715	1.172	1.149	1.157		1.156
Materials, parts, and supplies	0.352	0.296	0.305	0.327		0.291
Assets and purchases	3.364	3.173	2.806	2.792		2.344
Grants, transfers and other	8.654	8.643	8.881	8.953		9.267
Recoveries	(0.216)	(0.203)	(0.213)	(0.071)		(0.072)
Operating expenses	**27.074**	**30.860**	**30.749**	**31.140**		**31.301**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	1.070	1.070	1.088	1.122		1.289
Total Expenses	**28.144**	**31.930**	**31.838**	**32.262**	**2**	**32.590**
Mill Rate Support/(Contribution)	**25.675**	**28.958**	**29.526**	**29.950**		**30.278**
Full-time Equivalent Positions	**216**	**275**	**270**	**267**		**267**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.160
Decrease Asset Management Office recovery from capital	0.142
Increase in debt and finance charges	0.034
Miscellaneous adjustments	0.088
	0.424

Full-time Equivalent Positions

The change in FTEs resulted from an internal realignment of positions with differing dollar values within the service, and a realignment of FTEs to Community Liveability to help meet service delivery expectations.

Note: 2020 actual FTEs reflect the impact of COVID-19 pandemic.

Libraries

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Library Circulation	Revenue	1.429	1.782	1.386	1.386	1.386
	Operating expenses	16.482	19.139	18.937	19.136	19.133
	Transfer to Capital	-	-	-	-	-
		15.053	17.356	17.551	17.750	17.747
Library Information	Revenue	0.632	0.743	0.578	0.578	0.578
	Operating expenses	7.701	8.427	8.508	8.650	8.865
	Transfer to Capital	-	-	-	-	-
		7.069	7.684	7.930	8.072	8.287
Children's Library	Revenue	0.409	0.446	0.347	0.347	0.347
	Operating expenses	3.962	4.364	4.393	4.475	4.591
	Transfer to Capital	-	-	-	-	-
		3.553	3.918	4.045	4.128	4.244
Mill Rate Support/(Contribution)		**25.675**	**28.958**	**29.526**	**29.950**	**30.278**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	2.875	4.350	7.225

Arts, Entertainment and Culture

Includes:

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

Description

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 an accredited zoo that is a leader in environmental and wildlife education, research, and conservation; public art galleries, and an outdoor theatre that hosts a variety of performance and community events; the Park Café restaurant; unique event venues; and outdoor gardens, greenspace, trails and athletic fields for year-round leisure activities. The Leaf - Canada's Diversity Gardens, under construction in 2021, will be the first and only garden attraction in North America to tell Canadians' cultural stories through the world of plants;
- 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.

OurWinnipeg 2045: Good Health & Well-being

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	2020 [A]
Film, Culture, and Special Events				
Visitors Attending Festivals [B]	1,231,336	1,219,432	1,186,582	290,890
Visitors Attending Cultural Events [B]	2,956,557	2,920,842	2,833,308	1,403,210
Manitoba Value in Film Industry [C]	$139 million	$269 million	$261.5 million [D]	[D]
Special Events Held in Winnipeg	393	509	525	45
Number of Full Length Feature Films Filmed in Winnipeg	67	75	100	31

[A] For 2020, film, culture and special events were significantly impacted by the COVID-19 pandemic.

[B] Source: Winnipeg Arts Council. For 2020, a significant portion was online attendance due to the COVID-19 pandemic.

[C] Source: Manitoba Film & Sound

[D] Amount in 2019 is the total for 2019 and 2020. Information is not available broken out by year.

Arts, Entertainment and Culture

Contributing Departments

Community Services	71 %
City Clerks	23 %
Museums	4 %
Chief Administrative Office	2 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.023	-	-	-		-
Provincial funding (service specific)	-	-	-	-		-
Revenues	**0.023**	**-**	**-**	**-**	**1**	**-**
Salaries and benefits	0.581	0.477	0.478	0.489		0.501
Services	0.028	0.033	0.030	0.001		0.001
Materials, parts and supplies	0.005	0.005	0.005	-		-
Assets and purchases	0.001	-	-	-		-
Grants, transfers and other	17.876	17.908	17.289	17.557		18.011
Recoveries	(0.001)	(0.001)	(0.001)	(0.001)		(0.001)
Operating expenses	**18.490**	**18.422**	**17.801**	**18.046**		**18.512**
Transfer to Capital	2.600	2.600	-	-		-
Debt and finance charges	2.821	2.821	3.115	3.156		3.286
Total Expenses	**23.911**	**23.843**	**20.916**	**21.202**	**2**	**21.799**
Mill Rate Support/(Contribution)	**23.889**	**23.843**	**20.916**	**21.202**		**21.799**
Full-time Equivalent Positions	**4**	**6**	**6**	**6**		**6**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in operating grant for Assiniboine Park Conservancy (2021 - $11,710,000; 2022 - $12,031,000)	0.321
Miscellaneous adjustments	(0.035)
	0.286

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	5.883	5.889	4.889	4.889	4.889
	Transfer to Capital	-	-	-	-	-
		5.883	5.889	4.889	4.889	4.889
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.402	0.415	0.411	0.334	0.343
	Transfer to Capital	-	-	-	-	-
		0.402	0.415	0.411	0.334	0.343
Museums	Revenue	0.023	-	-	-	-
	Operating expenses	0.787	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	14.239	14.174	14.851	15.213	15.801
	Transfer to Capital	2.600	2.600	-	-	-
		16.839	16.774	14.851	15.213	15.801
Mill Rate Support/(Contribution)		**23.889**	**23.843**	**20.916**	**21.202**	**21.799**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	5.525	27.125	32.650

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.

OurWinnipeg 2045: Environmental Resilience

Key Goals

1. Provide quality pest control services by conducting effective and coordinated nuisance mosquito control and mosquito-borne disease control.
2. Ensure pest control is carried out safely by employing 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. Demonstrate exemplary customer service by providing a timely response to all complaints and notifications of pest nuisance that may pose a threat to the public.
5. Foster transparent communication by improving availability, usefulness and timeliness of information-sharing on pest control services.

Service Level Statistics

Description	2017	2018	2019	2020
Number of hectares larvicided with biorational insecticides [A] [B]	11,464	17,398	19,527	23,235
Number of hectares larvicided by aircraft	7,950	10,020	13,307	15,840
Number of hectares larvicided by ground-based operations	3,514	7,378	6,220	7,395
Number of hectares fogged for adult nuisance mosquito control [B]	0	0	2,464	35,208
Number of hours committed to larval mosquito surveillance	27,026	24,796	27,890	22,908
Number of trap nights for adult mosquito surveillance	5,661	5,587	5,513	5,661
Number of non-compliance citations issued by Manitoba Conservation and Climate	0	0	0	0
Number of residential buffer zones for one or more treatment programs	1,164	533	692	906
Number of boulevard and parkland trees treated for defoliator insects	44,585	26,073	53,157	45,658
Number of parkland trees treated for the control of Elm Bark beetle	82,325	20,197	6,521	9,018
Number of stumps treated for the control of Elm Bark beetle	5,277	1,871	529	1,035
Number of ash trees injected to control Emerald Ash Borer	n/a	1,119	1,010	1,120
Number of 311 inquiries [B]	2,751	1,228	3,185	4,889
Number of website visits	158,333	62,740	114,426	171,628

[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 $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	3.349	2.107	1.707	2.607		0.107
Provincial funding (service specific)	2.200	2.200	2.200	2.200		2.200
Revenues	**5.549**	**4.307**	**3.907**	**4.807**	**1**	**2.307**
Salaries and benefits	4.561	4.483	4.488	4.555		4.633
Services	2.276	3.179	3.204	2.615		3.146
Materials, parts, and supplies	2.888	2.663	2.669	2.705		2.722
Assets and purchases	0.041	0.131	0.066	0.066		0.066
Grants, transfers and other	2.876	0.119	0.119	0.119		0.119
Recoveries	(0.968)	(0.144)	(0.144)	(0.144)		(0.144)
Operating expenses	**11.673**	**10.431**	**10.402**	**9.916**		**10.543**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**11.673**	**10.431**	**10.402**	**9.916**	**2**	**10.543**
Mill Rate Support/(Contribution)	**6.124**	**6.124**	**6.495**	**5.109**		**8.236**
Full-time Equivalent Positions	**66**	**67**	**66**	**66**		**66**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Transfer from Insect Control Reserve	0.900
	0.900

2 Expenses

Reduction in Aircraft Hire Expense	(0.534)
Miscellaneous adjustements	0.048
	(0.486)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Insect Control Reserve	2.546	3.000	0.500	0.500

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Winnipeg Police Board

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 direct 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.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. Collaborate to reduce demand for police response.
2. Promote safety of downtown and other at risk neighbourhoods.
3. Prevent and disrupt gang and illicit drug activity.
4. Enhance training and professionalism.
5. Focus on employee safety health and wellness.

Service Level Statistics

Description	2017	2018	2019	2020
Police Officer Complement (Authorized)	1,412	1,360	1,359	1,356
Civilian Staff Complement (Authorized)	551	554	555	561
Police Officer to Civilian Staff Ratio	2.6:1	2.5:1	2.4:1	2.4:1
Police Officer to Population Ratio (per 100,000)	192.0	181.4	177.9	176.8
Total Calls for Service to the Communications Centre	585,984	618,321	648,247	610,774
Total Dispatched and Police-Initiated Calls	225,129	225,204	231,670	241,717
% of Total Calls	38.4%	36.4%	35.7%	39.6%
Police-Initiated Events	80,540	75,320	75,512	83,388
% of Dispatched Call and Police-Initiated Calls	35.8%	33.4%	32.6%	34.5%
Citizen Generated Events	144,591	149,884	156,158	158,329
% of Dispatched Call and Police-Initiated Calls	64.2%	66.6%	67.4%	65.5%
Dispatched via Queue Management Team (QMT)	3,002	7,934	6,397	4,584
% of Dispatched Call and Police-Initiated Calls	1.3%	3.5%	2.8%	1.9%
Dispatched and Police-Initiated Calls by Priority Level				
Priority 0 to 2: Emergency	21,535	19,823	17,817	15,889
Priority 3 to 4: Urgent	79,669	84,564	90,326	92,138
Priority 5 to 9: Non-urgent	123,927	120,817	123,527	133,690

QMT was formerly known as Alternate Phone Response

Police Response

Contributing Departments

Police Service 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	8.087	5.738	6.182	6.308		6.286
Provincial funding (service specific)	21.988	19.179	20.002	20.046		18.992
Revenues	**30.075**	**24.917**	**26.185**	**26.354**	**1**	**25.277**
Salaries and benefits	214.881	211.619	221.929	234.050		237.484
Services	11.238	11.781	12.060	13.046		12.876
Materials, parts, and supplies	6.076	5.062	5.474	5.558		5.352
Assets and purchases	2.872	1.474	1.871	2.003		1.746
Grants, transfers and other	9.476	8.958	3.495	0.534		1.478
Recoveries	(0.272)	(0.503)	(0.522)	(0.522)		(0.522)
Operating expenses	**244.271**	**238.391**	**244.308**	**254.668**		**258.414**
Transfer to Capital	1.625	1.625	2.804	-		-
Debt and finance charges	7.956	7.955	8.749	9.077		10.852
Total Expenses	**253.853**	**247.971**	**255.861**	**263.745**	**2**	**269.267**
Mill Rate Support/(Contribution)	**223.778**	**223.054**	**229.676**	**237.391**		**243.990**
Full-time Equivalent Positions	**1,572**	**1,554**	**1,558**	**1,575**		**1,575**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in Police Service, Alarm Permits and other revenue	0.126
Federal Guns and Gangs Initiative (offset by expenditures)	0.043
	0.169

2 Expenses

Increase in salaries and benefits due to increments, collective bargaining and police pension plan actuarial valuation, and transfer of FTEs within the Police Service	12.121
Increase in other equipment servicing	0.350
Increase in non-professional services	0.330
Increase in debt and financing	0.328
Increase in fleet expenses	0.226
Increase in civic accomodations	0.120
Adjustment for increase in expenditure management	(3.005)
Transfer to Capital	(2.804)
Miscellaneous adjustments	0.218
	7.884

Full-time Equivalent Positions

Increase due to transfer of 1 FTE from the Innovation and Technology Department for radio and communications support and transfer of 16 FTEs within the Police Service from Crime Prevention.

Police Response

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Police Response	Revenue	22.916	19.523	20.751	20.804	19.907
	Operating expenses	158.024	154.716	159.564	167.298	170.891
	Transfer to Capital	1.625	1.625	2.804	-	-
		136.733	136.818	141.617	146.494	150.985
Contract Policing	Revenue	3.763	1.711	1.749	1.791	1.808
	Operating expenses	0.106	0.454	0.365	0.370	0.377
	Transfer to Capital	-	-	-	-	-
		(3.658)	(1.257)	(1.384)	(1.421)	(1.431)
Crime Investigation	Revenue	3.280	3.566	3.566	3.638	3.444
	Operating expenses	82.934	82.785	84.565	86.986	88.822
	Transfer to Capital	-	-	-	-	-
		79.654	79.219	80.999	83.348	85.378
Police Training	Revenue	0.116	0.117	0.118	0.121	0.119
	Operating expenses	11.164	8.391	8.562	9.091	9.176
	Transfer to Capital	-	-	-	-	-
		11.048	8.274	8.444	8.971	9.058
Mill Rate Support/(Contribution)		**223.778**	**223.054**	**229.676**	**237.391**	**243.990**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	5.047	19.966	25.013

Crime Prevention

Includes:*

- *Community Policing*
- *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.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. Foster relationships, partnerships, understanding and trust.
2. Focus on restorative justice and diversions.
3. Promote communication transparency and accountability.

Service Level Statistics

Description	2017	2018	2019	2020
Community Policing				
Number of Followers on Social Media Platforms	111,000	118,591	200,176	225,375
Thunderwing: Number of referrals	29	54	25	26
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [A]	72.9%	N/A	66.3%	N/A
Citizen Survey: WPS Confidence (% of respondents have averge or higher confidence in WPS) [A]	91.3%	N/A	92.0%	N/A
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [A]	72.9%	N/A	64.2%	N/A
Number of proactive and reactive events in Centreline [B]	19,274	18,278	23,693	28,414
Joint projects for Highway Traffic Act and impaired driving enforcement	n/a	102	104	106
Public website development: hits, page views, engagement from social media [C]	n/a	191,230	1,411,896	1,149,795
Counter Exploitation Unit/Missing Persons Unit interventions [D]	n/a	1,022	972	1,040
Number of WPS Diversions [E]	n/a	401	409	1,118
Number of arrests that involve illicit drugs	n/a	1,091	995	1,071
Proactive Policing				
Total Proactive target driven events: Smart Policing Initiatives Events	24,001	20,372	12,582	14,991
Prevention & Intervention: Missing Person Incidents [E]	2,724	2,496	2,685	2,593

* Street Lighting has moved to the Transportation Planning and Traffic Management service.

[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 (a comprehensive downtown strategy developed by WPS). 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 up to September, 2019 (Q3). Final quarter data are not available from Division.

[E] 2020 data used new methodology--please use caution when comparing numbers to previous reports.

Crime Prevention

Contributing Departments

Police Service 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	1.409	1.461	1.406	1.185		1.197
Provincial funding (service specific)	0.239	0.072	0.251	0.258		0.072
Revenues	**1.648**	**1.533**	**1.657**	**1.443**	**1**	**1.270**
Salaries and benefits	32.561	34.802	35.424	34.453		34.971
Services	0.573	0.739	0.763	0.720		0.711
Materials, parts and supplies	0.411	0.522	0.533	0.440		0.446
Assets and purchases	0.181	0.090	0.124	0.138		0.077
Grants, transfers and other	1.040	1.042	1.031	1.048		1.048
Recoveries	(0.114)	(0.114)	(0.116)	(0.118)		(0.119)
Operating expenses	**34.652**	**37.081**	**37.759**	**36.682**		**37.134**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**34.652**	**37.081**	**37.759**	**36.682**	**2**	**37.134**
Mill Rate Support/(Contribution)	**33.003**	**35.547**	**36.101**	**35.239**		**35.864**
Full-time Equivalent Positions	**282**	**297**	**294**	**277**		**277**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in service revenue related to School Resource Officers	(0.222)
Federal Guns and Gangs Initiative (offset by expenditures)	0.008
	(0.214)

2 Expenses

Decrease in salaries and benefits due to transfer of FTEs within the Police Service, offset by increments, collective bargaining and increase to employer contribution rate due to police pension plan actuarial valuation	(0.971)
Miscellaneous adjustments	(0.106)
	(1.077)

Full-time Equivalent Positions

Decrease due to transfer of 17 FTEs within the Police Service to Police Response and Traffic Safety and Enforcement.

Crime Prevention

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Community Policing	Revenue	0.345	0.445	0.427	0.361	0.362
	Operating expenses	28.269	30.377	30.804	29.658	30.174
	Transfer to Capital	-	-	-	-	-
		27.924	29.932	30.376	29.297	29.812
Crime Prevention Initiatives	Revenue	1.303	1.088	1.230	1.082	0.907
	Operating expenses	6.383	6.703	6.955	7.024	6.959
	Transfer to Capital	-	-	-	-	-
		5.080	5.615	5.725	5.942	6.052
Mill Rate Support/(Contribution)		**33.003**	**35.547**	**36.101**	**35.239**	**35.864**

Traffic Safety and Enforcement

Includes:

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

Description

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.

OurWinnipeg 2045: Good Health & Well-being

Key Goal

Promote road safety and driver responsibility.

Service Level Statistics*

Description	2017	2018	2019	2020
General Traffic Enforcement				
Total Number of Traffic Stops	33,752	29,556	28,591	33,498
Highway Traffic Act Provincial Offence Notices Issued [A]	45,803	36,021	35,970	29,559
Highway Traffic Act Warnings Issued	9,940	9,808	8,494	9,952
Percentage of Notices Issued	70.5%	66.8%	72.9%	70.3%
Photo Enforcement				
Reduced School Zone	50,125	41,784	41,793	33,661
All Other Zones	47,196	55,378	49,231	41,937
Intersection Safety Cameras				
Speeding	34,132	34,010	28,448	26,386
Red Light	10,154	9,856	9,520	7,470
Criminal Code Driving Offences				
Persons Charged with Impaired Driving	440	439	381	289
Persons Charged with Other Criminal Code Driving Offences	228	382	228	396
Education				
Number of Safe Driving Public Service Announcements	1,214	2,142	2,999	1,592

* Sources:
- Winnipeg Police Service Annual Statistical Reports
- Winnipeg Police Traffic Division
- Photo Enforcement Safety Program Annual Report: Just Slow Down

[A] 2018 and 2019 have been restated due to changes in Provincial Regulations, previous Provincial-based Offences to enable comparability.

Traffic Safety and Enforcement

Contributing Departments

Police Service 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	12.560	20.057	19.249	19.250		19.240
Provincial funding (service specific)	-	-	-	-		-
Revenues	**12.560**	**20.057**	**19.249**	**19.250**	**1**	**19.240**
Salaries and benefits	11.675	13.237	13.466	13.881		14.135
Services	4.588	5.536	5.307	5.161		5.155
Materials, parts, and supplies	0.153	0.188	0.192	0.199		0.205
Assets and purchases	0.056	0.047	0.107	0.048		0.048
Grants, transfers and other	0.386	0.403	0.404	0.406		0.406
Recoveries	(0.017)	(0.012)	(0.012)	(0.012)		(0.012)
Operating expenses	**16.840**	**19.399**	**19.462**	**19.684**		**19.938**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	-	-	-	-		-
Total Expenses	**16.840**	**19.399**	**19.462**	**19.684**	**2**	**19.938**
Mill Rate Support/(Contribution)	**4.281**	**(0.658)**	**0.213**	**0.434**		**0.698**
Full-time Equivalent Positions	**85**	**91**	**91**	**92**		**92**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Increase in salaries and benefits due to increments, collective bargaining and police pension plan actuarial valuation, and transfer of one FTE within the Police Service	0.415
Miscellaneous adjustments	(0.193)
	0.222

Full-time Equivalent Positions

Increase of 1 FTE due to transfer within the Police Service from Crime Prevention.

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Traffic Safety-Automated	Revenue	9.943	15.800	15.400	15.400	15.400
	Operating expenses	5.022	5.889	5.675	5.541	5.554
	Transfer to Capital	-	-	-	-	-
		(4.921)	(9.911)	(9.725)	(9.859)	(9.846)
Traffic Safety-Officer	Revenue	2.617	4.257	3.849	3.850	3.840
	Operating expenses	11.819	13.510	13.787	14.142	14.385
	Transfer to Capital	-	-	-	-	-
		9.202	9.253	9.938	10.292	10.545
Mill Rate Support/(Contribution)		**4.281**	**(0.658)**	**0.213**	**0.434**	**0.698**

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Innovation and Economic Development

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.

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

OurWinnipeg 2045: Economic Prosperity

Key Goals

1. Enable a culture of innovation and learning in customer service delivery across the City.
2. Empower our people to continually improve services and processes through data-driven decisions and responsive technology platforms.
3. Communicate service outcomes and activity to the public with transparency, accuracy, and timeliness in support of our commitment to open government.
4. Collaborate across the City and with partners to maintain high satisfaction with innovation and technology services.
5. Manage information and technology risks to maintain and create public value through the services the City provides.

Service Level Statistics

Description	2017	2018	2019	2020
Number of Open Data Datasets	114	126	141	164
Number of Technology Service tickets addressed	30,023	31,854	32,809	34,817
Infrastructure Condition	B-	B-	B-	B-
Number of Innovation ideas received [A]	17	52	30	42
Number of Innovation projects initiated [A]	9	19	10	8
Return on Investment attained on Innovation projects	$119,000	$562,000	$1,301,000	$1,453,987
Cumulative number of City Staff in Innovation network	0	20	100	175

[A] 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 and Technology).

Innovation, Transformation and Technology

Contributing Departments

Innovation and Technology 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	-	-	-	-		-
Provincial funding (service specific)	-	-	-	-		-
Revenues	**-**	**-**	**-**	**-**	**1**	**-**
Salaries and benefits	15.792	17.756	17.846	16.557		17.004
Services	2.282	2.837	2.891	3.008		3.233
Materials, parts, and supplies	3.167	3.789	3.931	3.510		3.683
Assets and purchases	0.354	0.448	0.533	0.482		0.522
Grants, transfers and other	2.242	2.168	2.074	0.608		2.184
Recoveries	(4.576)	(4.571)	(5.841)	(4.424)		(4.505)
Operating expenses	**19.261**	**22.428**	**21.434**	**19.741**		**22.121**
Transfer to Capital	1.660	1.660	-	-		-
Debt and finance charges	3.989	3.989	4.395	4.065		5.130
Total Expenses	**24.910**	**28.077**	**25.829**	**23.806**	**2**	**27.251**
Mill Rate Support/(Contribution)	**24.910**	**28.077**	**25.829**	**23.806**		**27.251**
Full-time Equivalent Positions	**158**	**166**	**167**	**156**		**156**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

n/a

2 Expenses

Decrease in recoveries mainly related to a decrease in capital spending	1.417
Decrease in cash to capital funding related to deferral of spending for capital projects authorized in the 2020 and 2021 adopted budgets	(1.520)
Decrease in salaries and benefits related to the deferral of capital spending, net of annual increases	(1.289)
Decrease in debt and finance charges	(0.330)
Miscellaneous adjustments	(0.301)
	(2.023)

Full-time Equivalent Positions

Decrease of 11 FTEs due to deletion of 10 FTEs related to deferral of capital spending and a transfer of 1 FTE to the Winnipeg Police Service.

Innovation, Transformation and Technology

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Innovation	Revenue	-	-	-	-	-
	Operating expenses	1.525	2.203	0.287	0.397	0.407
	Transfer to Capital	-	-	-	-	-
		1.525	2.203	0.287	0.397	0.407
Information Technology	Revenue	-	-	-	-	-
	Operating expenses	17.372	19.833	20.220	19.133	19.926
	Transfer to Capital	-	-	-	-	-
		17.372	19.833	20.220	19.133	19.926
Enterprise Transformation	Revenue	-	-	-	-	-
	Operating expenses	4.353	4.380	5.322	3.488	6.107
	Transfer to Capital	1.660	1.660	-	-	-
		6.013	6.040	5.322	3.488	6.107
Enterprise Architecture	Revenue	-	-	-	-	-
	Operating expenses	-	-	-	0.787	0.812
	Transfer to Capital	-	-	-	-	-
		-	-	-	0.787	0.812
Mill Rate Support/(Contribution)		**24.910**	**28.077**	**25.829**	**23.806**	**27.251**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Comp, Critical Sys & Sup Res	2.467	3.465	2.683	2.414

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	5.288	9.892	15.180

Economic Development

Description

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.

OurWinnipeg 2045: Economic Prosperity

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	2020
Residential Building Permit Applications	6,649	6,493	6,639	6,924
Residential Building Permit Application Value (in millions)	$643	$563	$547	$667
Commercial Building Permits Issued	3,657	3,398	3,483	2,845
Commercial Building Permit Value (in millions)	$1,208	$882	$1,156	$948
Total Building Permit Value (in millions)	$1,851	$1,445	$1,703	$1,615
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	20	19	20	18
Construction Value of Downtown Projects Above (in millions)	$146	$50	$45	$24
Number of Major City-Wide Development Projects (>$2 million)	88	81	114	93
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$896	$554	$811	$666
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,708	16 / 4,679	16 / 4,668	16 / 4,717

Economic Development

Contributing Departments

Planning, Prop. & Devl.	40 %
City Clerks	27 %
CAO	21 %
Mayor's Office	12 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	-	-	2.000	2.186		-
Provincial funding (service specific)	-	-	-	-		-
Revenues	**-**	**-**	**2.000**	**2.186**	**1**	**-**
Salaries and benefits	0.118	0.362	0.356	0.736		0.755
Services	0.276	0.495	0.495	0.500		0.504
Materials, parts and supplies	0.039	0.025	0.025	0.040		0.037
Assets and purchases	0.003	0.001	0.001	0.003		0.003
Grants, transfers and other	0.536	0.438	0.435	0.479		0.472
Recoveries	(0.032)	(0.036)	(0.038)	(0.174)		(0.174)
Operating expenses	**0.940**	**1.283**	**1.273**	**1.583**		**1.597**
Transfer to Capital	0.001	0.001	-	-		-
Debt and finance charges	0.021	0.021	0.023	0.026		0.034
Total Expenses	**0.961**	**1.305**	**1.296**	**1.609**	**2**	**1.631**
Mill Rate Support/(Contribution)	**0.961**	**1.305**	**(0.704)**	**(0.577)**		**1.631**
Full-time Equivalent Positions	**1**	**3**	**3**	**6**		**6**

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

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Non-recurring transfer from Economic Development Investment Reserve in 2022	0.186
	0.186

2 Expenses

Reallocation from Organizational Support Services (OSS) related to the establishment of the Economic Development Office	0.338
Miscellaneous adjustments	(0.025)
	0.313

Full-time Equivalent Positions

Transfer of 3 FTEs from the Organizational Support Services (OSS) related to the establishment of the Economic Development Office.

Economic Development

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Destination Marketing Reserve	4.658	2.086	1.329	1.697
- Economic Dev Invest Reserve	4.589	2.113	0.023	0.076

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	20.000	-	20.000

Winnipeg Fleet Management Agency (SOA)

Description

Winnipeg Fleet Management Agency (WFMA) 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 fleet asset disposal
6. Fuel
7. Repair and maintenance

OurWinnipeg 2045: Economic Prosperity

Key Goals

1. Develop innovative strategies and efficiencies through the introduction of new technologies and business processes that enhance fleet services across WFMA.
2. To be a leader in environmental stewardship through the management of WFMA's fueling infrastructure and promote fleet emission reductions.
3. Optimize the operational and financial performance of WFMA's repair and manufacturing facilities to support the delivery of essential services to a diverse civic customer base.
4. Improve customer service and satisfaction through effective fleet service delivery.

Service Level Statistics

Description	2017	2018	2019	2020
Number of vehicle and equipment units managed	2,199	2,230	2,273	2,237
Number of vehicle and equipment bid opportunities completed	64	58	57	30
Number of vehicle and equipment units acquired	265	325	200	102
Number of insurance and license registrations completed [A]	1,849	1,864	1,916	1,813
Number of service repairs, by work order lines completed [A]	28,873	30,673	32,265	31,185
Number of service labour hours completed [A]	52,424	52,620	51,211	46,607
Number of parts transactions [A]	32,454	35,914	32,525	30,870
Number of fuel fill-up transactions and odometer readings verified	115,955	115,275	116,544	104,619
Litres of unleaded gasoline, clear diesel, and marked diesel provided [B]	7,770,068	7,719,032	7,860,658	7,206,367
Number of vehicle and equipment motor pool rental days provided	108,489	109,069	108,275	112,143
Number of vehicle and equipment units disposed	234	322	317	156

[A] 2017 to 2019 restated due to change in methodology.

[B] The decrease in 2020 is likely attributed to the COVID-19 pandemic.

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	47.321	50.789	50.055	49.118		50.114
Provincial funding (service specific)	0.168	0.174	0.174	0.174		0.174
Revenues	**47.490**	**50.963**	**50.229**	**49.292**	**1**	**50.288**
Salaries and benefits	9.914	10.238	9.646	9.893		10.070
Services	9.827	9.924	10.397	10.113		10.364
Materials, parts, and supplies	9.266	11.237	11.538	12.121		12.670
Assets and purchases	0.048	0.146	0.143	0.146		0.150
Grants, transfers and other	1.419	1.076	0.959	0.979		0.997
Recoveries	(0.246)	-	-	-		-
Operating expenses	**30.227**	**32.620**	**32.682**	**33.253**		**34.250**
Debt and finance charges	1.224	1.615	1.402	1.171		1.337
Depreciation and amortization	15.367	15.527	15.442	14.774		14.609
Dividend transfer to general revenue	0.092	0.092	0.092	0.092		0.092
Total Expenses	**46.910**	**49.854**	**49.617**	**49.289**	**2**	**50.287**
Surplus/(Deficit)	**0.579**	**1.110**	**0.612**	**0.003**		**0.001**
Full-time Equivalent Positions	**116**	**119**	**109**	**109**		**109**

Winnipeg Fleet Management Agency (WFMA) 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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in fuel sales	0.496
Increase in services and parts revenue	0.225
Decrease in rental and other income	(0.872)
Decrease in fleet leases	(0.786)
	(0.937)

2 Expenses

Increase in fuel	0.462
Increase in salaries and benefits	0.247
Increase in materials, parts and supplies	0.121
Decrease in services	(0.284)
Decrease in debt and finance charges, includes amortization	(0.899)
Miscellaneous adjustments	0.025
	(0.328)

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	16.793	82.769	99.562

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.

OurWinnipeg 2045: Economic Prosperity

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. As an indicator of effective customer service, ensure 311 requests are responded to within established timeframes.
5. Ensure all service delivery is operating on at least a full cost recovery basis to meet the WPA mandate to be bottom-line driven.

Service Level Statistics

Description	2017	2018	2019	2020
Number of Parking Ticket Issued [A]	162,674	139,239	128,118	59,973
Number of High Demand On-Street Spaces	1,319	1,287	1,312	1,312
Number of Low Demand On-Street Spaces	2,571	2,523	2,543	2,512
Average Number of Vehicles for Hire Available per Month [B]	n/a	994	1,244	1,201
Total Vehicles for Hire Trips [C]	n/a	4,309,216	5,435,454	4,133,711
Total Vehicles for Hire Inspections [D]	n/a	16,706	19,969	15,824
Number of MBEA Screening Request processed [E]	11,776	12,004	12,270	7,106

[A] The number of parking tickets issued in 2020 decreased by 53% due to the suspension of time restrictions enforcement and implementation of one hour free on-street parking during the COVID-19 pandemic.

[B] 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 decrease of 3.5% is related to the COVID-19 pandemic and travel restrictions in place throughout the year 2020.

[C] The number of vehicles for hire trips includes trips provided by taxi cabs, limousines and personal transportation providers that offer ridesharing services. The total trips for 2020 decreased by 24% due to the COVID-19 pandemic and travel restrictions in place throughout the year.

[D] 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. The total inspections conducted in 2020 decreased by 21% due to the COVID-19 pandemic related restrictions observed throughout the year.

[E] MBEA non-parking accounted for approximately 8% of MBEA screening request processed in 2020. The number of screening processed decreased by 42% due to the decrease in the number of tickets issued in 2020 as a result of the COVID-19 pandemic relief programs including the non-enforcement of residential time-limited parking and provision of one hour free on-street parking.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	21.650	23.800	16.786	18.338		24.601
Provincial funding (service specific)	0.069	0.058	0.058	0.058		0.058
Revenues	**21.719**	**23.858**	**16.844**	**18.395**	**1**	**24.659**
Salaries and benefits	4.248	4.975	5.133	5.228		5.370
Services	5.499	7.695	6.549	6.411		7.191
Materials, parts, and supplies	0.536	1.231	1.819	1.659		1.710
Assets and purchases	0.045	0.130	0.103	0.080		0.140
Grants, transfers and other	3.040	3.048	2.855	2.722		2.726
Recoveries	(0.023)	(0.003)	(0.003)	(0.003)		(0.003)
Operating expenses	**13.345**	**17.077**	**16.457**	**16.096**		**17.134**
Debt and finance charges	-	-	-	-		-
Depreciation and Amortization	0.751	0.855	0.826	0.821		0.748
Dividend transfer to general revenue	11.050	11.050	6.085	1.211		6.790
Total Expenses	**25.146**	**28.981**	**23.368**	**18.128**	**2**	**24.672**
Surplus/(Deficit)	**(3.427)**	**(5.124)**	**(6.524)**	**0.267**		**(0.014)**
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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in all revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2022	0.966
Increase in enforcement revenue due to efficiencies	0.360
Increase in parking permit revenues	0.128
Increase in Citation revenue due to increase in snow fine (from $150 to $200)	0.042
Increase in casual parking and special events revenue	0.039
Miscellaneous adjustments	0.016
	1.551

2 Expenses

Increase in Consultant services	0.210
Decrease in transfer to the General Revenue Fund	(4.874)
Decrease in paystation maintenance contract due to removal of under-utilized paystations	(0.269)
Decrease in Grants-In-Kind and Special Events-In-Kind	(0.145)
Miscellaneous adjustments	(0.162)
	(5.240)

Winnipeg Parking Authority (SOA)

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Parking Facilities	Revenue	5.280	4.104	2.929	3.202	4.388
	Operating expenses	6.092	7.099	5.371	3.880	5.882
		(0.812)	(2.995)	(2.441)	(0.678)	(1.494)
On Street Parking Enfrcmt	Revenue	7.005	8.476	6.303	6.883	9.153
	Operating expenses	9.734	11.378	9.304	7.607	10.245
		(2.729)	(2.902)	(3.001)	(0.724)	(1.092)
On-Street Parking	Revenue	7.602	9.163	6.107	6.686	8.916
	Operating expenses	7.757	8.322	6.472	4.382	6.241
		(0.155)	0.841	(0.365)	2.304	2.674
Vehicles for Hire	Revenue	1.284	1.546	1.107	1.214	1.655
	Operating expenses	1.038	1.546	1.566	1.593	1.633
		0.247	-	(0.459)	(0.380)	0.023
MBEA non-parking	Revenue	0.548	0.568	0.397	0.411	0.546
	Operating expenses	0.525	0.636	0.656	0.665	0.672
		0.023	(0.068)	(0.259)	(0.255)	(0.125)
Surplus / (Deficit)		**(3.427)**	**(5.124)**	**(6.524)**	**0.267**	**(0.014)**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.153	0.963	1.116

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.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. Improve golf course playability.
2. Improve the image of municipal courses.

Service Level Statistics

Description	2017	2018	2019	2020
Kildonan (39.49 hectares)				
Days Open	186	179	175	162
Total Rounds [A]	24,034	24,884	27,312	33,856
Windsor (46.13 hectares)				
Days Open	166	171	168	162
Total Rounds	20,638	21,482	23,915	31,946
Crescent Drive (15.39 hectares)				
Days Open	158	159	162	158
Total Rounds	13,872	14,158	13,596	24,626
Harbour View (12.8 hectares)				
Days Open	187	174	175	158
Total Rounds	10,262	9,609	9,790	13,815

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

[A] The increase in 2020 is due to a combination of the COVID-19 pandemic and ongoing enhancement of the municipal golf courses.

Golf Services (SOA)

Contributing Departments

Golf Services SOA 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	3.468	2.430	2.593	3.713		3.762
Grant from the City	0.730	0.730	0.730	-		-
Provincial funding (service specific)	0.021	0.023	0.023	0.023		0.023
Revenues	**4.219**	**3.184**	**3.347**	**3.737**	**1**	**3.786**
Salaries and benefits	1.273	1.512	1.554	1.584		1.620
Services	0.658	0.634	0.560	0.567		0.573
Materials, parts and supplies	0.235	0.209	0.224	0.231		0.233
Assets and purchases	-	-	-	-		-
Grants, transfers and other	0.071	0.043	0.046	0.127		0.128
Recoveries	-	-	-	-		-
Operating expenses	**2.238**	**2.398**	**2.383**	**2.510**		**2.555**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	0.025	0.083	0.066	0.054		0.041
Depreciation and amortization	0.237	0.237	0.243	0.241		0.237
Total Expenses	**2.500**	**2.718**	**2.693**	**2.805**	**2**	**2.832**
Surplus/(Deficit)	**1.719**	**0.465**	**0.654**	**0.932**		**0.954**
Full-time Equivalent Positions	**19**	**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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in green fees and equipment rental	1.039
Increase in leasing revenue offset by increase in municipal tax expense	0.081
Decrease in transfer from General Revenue Fund	(0.730)
	0.390

2 Expenses

Increase in municipal tax expense offset by increase in leasing revenue	0.081
Increase in salaries and benefits	0.030
Miscellaneous adjustments	0.001
	0.112

Animal Services (SOA)

Description

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 spay/neutering program.

OurWinnipeg 2045: Good Health & Well-being

Key Goals

1. Improve the health and safety of neighbourhoods through the enforcement of the Responsible Pet Ownership By-Law and education regarding responsible pet ownership.
2. Enhance public image, customer service and satisfaction through the improvement of front-line service delivery.
3. Provide professional, caring and appropriate responses to citizen and pet owners' concerns, and humane alternatives to unclaimed animals.

Service Level Statistics

Description	2017	2018	2019	2020 [A]
Number of requests for service	12,755	10,325	10,262	8,782
Number of dogs impounded	987	972	900	758
Number of dogs adopted	239	286	348	254
Number of dogs returned to owners by the Animal Services Agency	646	564	499	350
Number of licensed pets reunited with their owner by 311 [B]	670	534	619	391
Number of dogs sent to rescues	65	28	27	150 [C]
Number of dogs euthanized [D]	31	32	11	4
Number of biting dog complaints	236	248	240	193
Number of biting dogs quarantined	60	78	40	16
Number of dogs running at large complaints	2,402	2,646	2,105	1,668
Number of cats running at large complaints	680	783	733	735
Number of current dog licenses	51,665	48,302	46,769	48,091
Number of current cat licenses	27,026	26,053	27,020	27,187
Number of by-law charges laid	1,045	749	981	1,098

[A] In 2020, the COVID-19 pandemic meant that more residents were at home with their pets. This resulted in fewer complaints/requests for service and fewer impounded dogs.

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

[C] Reflects an increase in available space at shelters and rescues due to a surge in demand for rescue dogs. Animal Services works to move dogs out of care as quickly as possible.

[D] Out of the 4 dogs euthanized in 2020, 3 had bitten people.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service Revenue	2.626	2.588	2.603	2.618		2.632
Grant from the City	0.771	0.771	1.271	0.771		1.271
Provincial funding (service specific)	0.028	0.027	0.027	0.027		0.027
Revenues	**3.425**	**3.387**	**3.901**	**3.416**	**1**	**3.931**
Salaries and benefits	1.699	2.000	2.027	2.057		2.115
Services	0.334	0.378	0.353	0.337		0.354
Materials, parts and supplies	0.153	0.132	0.132	0.136		0.138
Assets and purchases	0.022	0.009	0.009	0.009		0.009
Grants, transfers and other	1.235	1.224	1.225	1.396		1.387
Recoveries	-	-	-	-		-
Operating Expenses	**3.443**	**3.743**	**3.746**	**3.935**		**4.004**
Debt and finance charges	-	-	-	-		-
Depreciation and amortization	0.007	0.007	0.005	-		-
Total Expenses	**3.450**	**3.750**	**3.751**	**3.935**	**2**	**4.004**
Surplus/(Deficit)	**(0.025)**	**(0.363)**	**0.150**	**(0.519)**		**(0.073)**
Full-time Equivalent Positions	**24**	**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.

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Decrease in transfer from the General Revenue Fund	(0.500)
Miscellaneous adjustments	0.015
	(0.485)

2 Expenses

Increase in grant to Winnipeg Humane Society	0.170
Miscellaneous adjustments	0.014
	0.184

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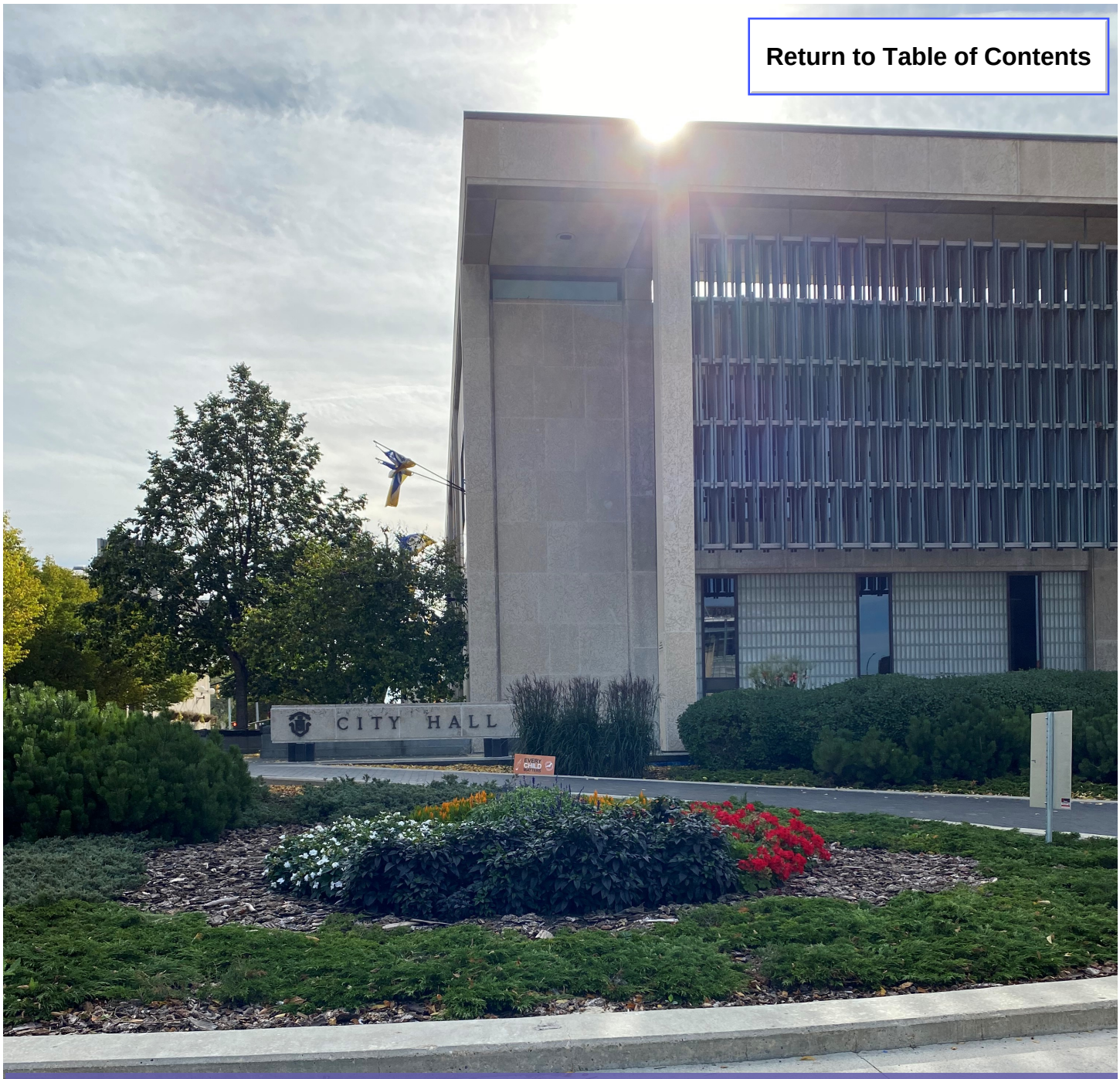

Executive Policy Committee

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.

OurWinnipeg 2045: Leadership & Good Governance

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	2020
Tax Supported Operating Budget	$1.079 billion	$1.082 billion	$1.125 billion	$1.144 billion
Utility Operating Budget (expenditures) [A]	$582 million	$593 million	$685 million	$619 million
Special Operating Agencies Operating Budget (expenditures)	$73 million	$84 million	$89 million	$85 million
Capital Budget [B]	$453 million	$380 million	$368 million	$369 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.1%	53.2%	52.7%	52.4%
Average Annual Headcount	10,444	10,490	10,638	10,388
Average Age of City Employees / Average Years of Service	41.88 / 11.60	41.78 / 11.46	42.07 / 11.63	42.46 / 12.71
Number of Workers Compensation Claims	1,343	1,296	1,391	1,442
Number of News Releases	443	361	527	486
Translation - Words Translated [C]	486,371	414,834	555,773	769,679
Media Inquiries [D]	2,226	2,742	2,945	2,404
In-person Interactions - Bilingual Service Centre	7,163	10,903	9,842	8,924
Number of Public Engagement Events [E]	93	61	104	87

[A] 2017 to 2020 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately $35.6 million, $38.2 million, $34.2 million, and $34.6 million, respectively.
[B] 2017 and 2018 restated include capital from special operating agencies.
[C] Increase in 2020 is attributed to having two full-time translators for the majority of 2020, as opposed to a single translator in 2019 as well as an increase in translation requests due to the COVID-19 pandemic.
[D] 2020 decline in media inquiries due to in-person press briefings occurring at minimum once a week throughout the year to address COVID-19 related inquires.
[E] Fewer Public Engagement Events in 2018 due to the election and the 2020 Events is for period of March 2020 to March 2021.

Indigenous Relations

Description

The Division establishes and maintains meaningful relationships and partnerships with and between Indigenous peoples, communities, and governments to assist the City of Winnipeg in our commitments to reconciliation.

OurWinnipeg 2045: Social Equity

Key Goals

1. Support the City of Winnipeg to achieve transformative change in its journey of reconciliation through the Winnipeg Indigenous Accord, Welcoming Winnipeg: Reconciling our History, OurWinnipeg 2045, Truth and Reconciliation Commission (TRC) Calls to Action, Missing and Murdered Indigenous Women, Girls and Two-Spirit Calls for Justice, and Oshki Annishinabe Nigaaniwak, the City's Indigenous Youth Strategy.
2. Promote and achieve understanding, trust, respect and reconciliation between the City of Winnipeg, Indigenous peoples, rightsholders, communities and partners through dialogue and collaborative decision-making.
3. Embed Indigenous knowledge, protocols, and rights within the City of Winnipeg in the spirit of truth, reconciliation and collaboration.

Service Level Statistics

Description	2017	2018	2019	2020
INTERNAL				
Number of internal requests for support	26	38	47	109
Number of policy, process, system or physical changes	3	9	1	2
Number of staff who participated in education and awareness opportunities [A]	3,364	5,546	2,345	489
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	35	34	29	40
EXTERNAL				
Number of external requests for support	83	72	62	67
Number of youth participants	335	204	279	262
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens	42	40	30	24
Number of Accord partners (cumulative)	105	135	166	187
Number of attendees at IRD Events [B]	n/a	n/a	285	159

[A] Achieved goal of providing mandatory Indigenous Awareness Training to all Public Service staff in 3 years; COVID-19 impacted education and awareness opportunities in 2020.
[B] This number is an estimate.

Organizational Support Services

Contributing Departments

Corporate Finance	30 %
Human Resource Services	26 %
Legal Services	17 %
Chief Administrative Office	14 %
Customer Service & Communications	10 %
Assets and Project Management	3 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl	2023 Projection
Service revenue	0.726	0.655	0.659	1.041		1.041
Provincial funding (service specific)	0.080	0.070	0.080	0.080		0.080
Revenues	**0.806**	**0.725**	**0.739**	**1.121**	**1**	**1.121**
Salaries and benefits	22.516	23.268	24.005	24.778		25.498
Services	1.946	2.324	2.852	2.458		2.476
Materials, parts and supplies	0.334	0.295	0.320	0.334		0.336
Assets and purchases	0.041	0.147	0.151	0.141		0.145
Grants, transfers and other	6.086	3.094	2.906	3.320		3.317
Recoveries	(3.094)	(3.036)	(3.080)	(2.873)		(2.910)
Operating expenses	**27.829**	**26.092**	**27.156**	**28.157**		**28.863**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	-	-	-	0.057		0.115
Total Expenses	**27.829**	**26.092**	**27.156**	**28.214**	**2**	**28.979**
Mill Rate Support/(Contribution)	**27.023**	**25.367**	**26.417**	**27.093**		**27.858**
Full-time Equivalent Positions	**218**	**217**	**223**	**229**		**230**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

Increase in revenue due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resources Services Department	0.373
Increase in sponsorship revenue from Sponsor Winnipeg Program	0.009
	0.382

2 Expenses

Increase in expenditures due to transfer of Equipment Operator Training Branch from Public Works Department to Human Resource Services Department	0.916
Decrease in recoveries due to transfer of HR services for Fleet Management Agency and Winnipeg Parking Authority to Public Works Department	0.282
Increase in grants to Oshki Annishinabe Nigaaniwak in support of Indigenous Youth Strategy	0.250
Net other increases in salaries and benefits, including additional positions for housing initiatives and the Equity, Diversity & Inclusion Office and reduction in French Language Services	0.121
Decrease in consulting and professional services	(0.373)
Miscellaneous adjustments	(0.138)
	1.058

Organizational Support Services

Full-time Equivalent Positions

Increase of 6 FTEs due to transfer of 8.00 FTEs from the Equipment Operator Training Branch from Public Works Department to Human Resource Services Department, reduction of 1.7 FTEs in internal French Language Services, addition of 1.00 FTE for housing initiatives, addition of 1.00 FTE for Equity, Diversity & Inclusion Office, and a decrease of 2.3 FTEs related to position and vacancy management.

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Chief Administrative Offices	Revenue	-	-	-	-	-
	Operating expenses	1.753	1.795	1.922	1.745	1.796
	Transfer to Capital	-	-	-	-	-
		1.753	1.795	1.922	1.745	1.796
Communications	Revenue	0.080	0.070	0.080	0.089	0.089
	Operating expenses	2.503	2.601	2.776	2.680	2.752
	Transfer to Capital	-	-	-	-	-
		2.423	2.531	2.696	2.591	2.663
Financial Management	Revenue	0.216	0.180	0.184	0.184	0.184
	Operating expenses	7.798	8.217	8.265	8.394	8.696
	Transfer to Capital	-	-	-	-	-
		7.582	8.038	8.081	8.211	8.512
Human Resource Services	Revenue	-	-	-	0.373	0.373
	Operating expenses	5.714	6.026	6.123	7.319	7.505
	Transfer to Capital	-	-	-	-	-
		5.714	6.026	6.123	6.946	7.133
Indigenous Relations	Revenue	-	-	-	-	-
	Operating expenses	1.769	1.894	1.890	2.271	2.293
	Transfer to Capital	-	-	-	-	-
		1.769	1.894	1.890	2.271	2.293
Infrastructure Planning	Revenue	-	-	-	-	-
	Operating expenses	1.046	1.099	1.179	0.915	0.976
	Transfer to Capital	-	-	-	-	-
		1.046	1.099	1.179	0.915	0.976
Legal Services	Revenue	0.510	0.475	0.475	0.475	0.475
	Operating expenses	7.246	4.459	5.001	4.890	4.960
	Transfer to Capital	-	-	-	-	-
		6.736	3.984	4.526	4.415	4.485
Mill Rate Support/(Contribution)		**27.023**	**25.367**	**26.417**	**27.093**	**27.858**

Assessment, Taxation and Corporate

Includes:

- *Assessment and Taxation*
- *Corporate Accounts*

Description

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.

OurWinnipeg 2045: Leadership & Good Governance

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.

Service Level Statistics

Description	2017	2018	2019	2020
Budgeted Revenue:				
Property tax [A]	$570.2 million	$586.9 million	$609.1 million	$620.0 million
Business tax	$57.5 million	$56.9 million	$56.9 million	$57.9 million
Other taxation [A]	$24.1 million	$24.2 million	$24.7 million	$25.9 million
Property Tax:				
Residential properties	215,871	218,361	220,877	222,819
Non-residential properties	13,799	13,873	13,863	13,848
% Residential	94.0%	94.0%	94.1%	94.1%
% Non-residential	6.0%	6.0%	5.9%	5.9%
Total market value assessment	$85.3 billion	$89.6 billion	$90.8 billion	$96.9 billion
Total taxable portioned assessment	$41.4 billion	$43.6 billion	$44.2 billion	$47.2 billion
% Residential	73.2%	72.06%	72.28%	71.68%
% Non-residential	26.8%	27.94%	27.72%	28.32%
Number of real and personal property assessment notices produced [B]	26,208	225,735	24,533	230,750
Business tax:				
Number of businesses	15,393	15,708	15,112	15,299
Collections:				
Current	97.7%	98.0%	97.7%	97.9%
Arrears	63.8%	59.8%	61.7%	45.7%

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

[B] General Reassessment in 2018 and 2020.

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 122 %
Corporate Accounts (22)%

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Property Taxation	634.569	634.562	658.680	682.144		705.089
Business Taxation	57.916	57.916	57.916	56.996		56.996
Other Taxation	23.671	27.376	26.325	28.285		29.594
Provincial grants	72.096	68.347	68.345	68.345		68.345
Sale of Winnipeg Hydro	16.000	16.000	16.000	16.000		16.000
Utility Dividend	34.587	34.587	35.681	37.278		38.261
Transfers from Other City Funds	(5.298)	(5.298)	21.336	(5.729)		4.703
Other corporate revenue (primarily tax penalty interest, general government charges, and dividend from Parking Authority)	84.084	45.580	37.207	36.018		41.289
Revenues	**917.625**	**879.070**	**921.490**	**919.337**	**1**	**960.276**
Salaries and benefits	11.482	11.629	14.163	14.434		14.978
Services	3.825	4.637	4.412	4.896		4.950
Materials, parts and supplies	0.262	0.388	0.397	0.399		0.411
Assets and purchases	0.005	0.042	0.042	0.042		0.042
Grants, transfers and other	43.998	5.317	(8.286)	(7.366)		(11.296)
Recoveries	(0.379)	(0.615)	(7.406)	(0.636)		(0.646)
Operating expenses	**59.192**	**21.398**	**3.322**	**11.769**		**8.437**
Transfer to Capital	-	-	(1.645)	(0.346)		-
Debt and finance charges	0.582	4.933	6.101	4.827		6.171
Total Expenses	**59.774**	**26.331**	**7.778**	**16.250**	**2**	**14.609**
Mill Rate Support/(Contribution)	**(857.851)**	**(852.740)**	**(913.712)**	**(903.088)**		**(945.668)**
Full-time Equivalent Positions	**118**	**130**	**130**	**130**		**130**

The negative contribution from Corporate Accounts is due to $30.7 million of efficiency savings budgeted in 2022.

Assessment, Taxation and Corporate

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues	
Increase in the municipal property tax due to tax increase of 2.33%, growth in the assessment base and reduction in tax credits	23.464
Increase in property and business tax penalties due to the 2021 waiver of penalties related to the COVID-19 pandemic. Offset by reduced recovery from General Purpose Reserve	3.781
Increase in dividend from Waterworks and Sewage Disposal	1.597
Increase in electricity and gas tax revenue	1.478
Increase in entertainment tax revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2022	0.400
Transfer from Financial Stabilization Reserve	(26.566)
Decrease in dividends from Winnipeg Parking Authority	(4.874)
Decrease in business taxes	(0.920)
Transfer from Workers Compensation Reserve	(0.500)
Miscellaneous adjustments	(0.013)
	(2.153)
2 Expenses	
Decrease in recovery from the General Purpose Reserve related to Federal Restart Funding pandemic recovery initiatives	6.781
Increase in provision for cost increases	2.406
Efficiency savings held corporately	1.403
Transfer to Capital	1.299
Increase in insurance premiums and claims	0.292
Increase in provincial payroll tax	0.240
Increase in special severance pay	0.191
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)
Decrease in debt and finance charges	(1.274)
Miscellaneous adjustments	0.134
	8.472

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Assessment and Taxation	Revenue	735.439	745.560	764.883	793.225	817.491
	Operating expenses	21.716	20.270	16.478	19.878	20.043
	Transfer to Capital	-	-	-	-	-
		(713.723)	(725.289)	(748.405)	(773.347)	(797.448)
Corporate	Revenue	182.186	133.511	156.607	126.112	142.785
	Operating expenses	38.058	6.060	(7.054)	(3.282)	(5.434)
	Transfer to Capital	-	-	(1.645)	(0.346)	-
		(144.128)	(127.450)	(165.306)	(129.741)	(148.220)
Mill Rate Support/(Contribution)		**(857.851)**	**(852.740)**	**(913.712)**	**(903.088)**	**(945.668)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Forecast	2022 Preliminary Budget	2023 Projection
- Commitment Reserve	7.033	3.079	3.423	3.495
- Financial Stabilization Res	119.891	78.410	83.846	78.362
- General Purpose Reserve	9.034	0.729	0.232	0.065
- Insurance Reserve	3.676	4.129	4.129	4.129
- Workers Compensation Reserve	4.574	4.605	4.105	4.105

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.497	1.157	1.654

Contact Centre - 311

Description

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.

OurWinnipeg 2045: Leadership & Good Governance

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	2020
Total Calls Received [A]	959,676	858,962	799,210	629,265
Total Calls Answered [A] [B]	808,666	666,565	674,011	475,223
Number of Service Requests	496,946	417,628	374,623	278,826
Number of Information Requests	646,192	583,016	526,211	337,040
Number of Emails	107,082	93,107	112,460	119,364
Average Talk Time (in minutes)	4:39	4:54	5:13	5:41
Average Wait Time (in minutes) [C]	3:04	7:36	2:56	5:27
Number of Self Service Online	1,782	2,032	2,084	2,144
Number of Mobile App Interactions [D]	1,032	1,464	3,233	2,930
Number of In-person Interactions [E]	6,459	22,360	36,757	23,540
Number of Social Media Interactions	13,862	12,969	17,017	18,514

[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. Increase in wait time in 2020 due to more complex calls mainly related to provision of COVID-related information for the public and additional processes that CSRs follow relative to COVID enforcement.

[D] Mobile App service was discontinued in October 2020.

[E] Increase in 2018 In-person Interactions is attributable to lack of recording the statistic in 2017.

Contact Centre - 311

Contributing Departments

Customer Service and Communications 100 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	-	-	-	-		-
Provincial funding (service specific)	-	-	-	-		-
Revenues	**-**	**-**	**-**	**-**	**1**	**-**
Salaries and benefits	4.411	4.944	4.722	4.740		4.894
Services	0.534	0.561	0.561	0.554		0.554
Materials, parts, and supplies	0.062	0.109	0.109	0.101		0.101
Assets and purchases	0.014	0.006	0.006	0.015		0.015
Grants, transfers and other	0.418	0.417	0.430	0.443		0.456
Recoveries	(1.517)	(1.517)	(1.519)	(1.521)		(1.524)
Operating expenses	**3.922**	**4.521**	**4.310**	**4.332**		**4.497**
Transfer to Capital	0.122	0.122	-	-		-
Debt and finance charges	-	-	0.011	0.011		0.032
Total Expenses	**4.044**	**4.643**	**4.320**	**4.343**	**2**	**4.529**
Mill Rate Support/(Contribution)	**4.044**	**4.643**	**4.320**	**4.343**		**4.529**
Full-time Equivalent Positions	**80**	**80**	**75**	**74**		**75**

Explanation of 2022 Change from 2021

(in millions of $)

1 Revenues

n/a

2 Expenses

Miscellaneous adjustments	0.023
	0.023

Full-time Equivalent Positions

Decrease of 1 FTE due to increase in vacancy management.

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	-	0.311	0.311

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.

OurWinnipeg 2045: Leadership & Good Governance

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	2020
Audit Committee Meetings	5	5	8	5
Audit Projects Completed				
Assurance Projects	24	21	24	20
Advisory Projects	3	2	4	4
Investigation Projects [A]	81	114	105	139
Projects in Progress	18	12	17	16

[A] In 2020 there were 139 new Fraud & Waste Hotline reports - 17 investigations were in progress and were carried over to 2021.

Council Services

City Clerk's

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.

OurWinnipeg 2045: Leadership & Good Governance

Key Goals

1. Ensure democracy for the citizens of Winnipeg through the undertaking of the 2022 Civic Election, maximizing voting opportunities and candidate participation.
2. Undertake the 2022 Board of Revision Assessment Appeal hearing process, accepting, scheduling and hearing up to 6,000 appeals from residents and businesses.
3. Increase the volume of digital records holdings retained by the City of Winnipeg Archives, through the digitization / scanning of existing paper records and encouraging the submission of new electronic records.
4. Undertake an orientation for the new 2022 - 2026 City Council, ensuring members of Council receive the information and training needed to serve citizens successfully as elected officials.

Service Level Statistics

Description	2017	2018	2019	2020
Total Committee meetings held	277	244	247	208
Public Council / Standing Committee meetings undertaken	114	84	118	87
Committee meeting videos - live streamed & posted	241	222	217	203
Board of Revision appeals filed	5,653	602	5,923	888
Board of Revision hearings	337	318	401	324
Board of Adjustment meetings	24	23	23	5
Board of Adjustment orders issued	257	322	316	58
Appeal Committee hearings	66	66	94	75
Decision Making Information System site visits	n/a	527,385	557,033	910,101
Decision Making Information System documents posted	1,004	811	1,369	1,818
FIPPA requests processed	859	917	1,049	846
Records requested from Records Centre	1,301	903	804	936
Records requested from Archives	1,473	1,061	1,187	845
In-person visits to Archives	347	353	304	167
Mail and phone inquiries processed by Archives	1,021	908	919	841
Public tours	29	11	14	4
Archival exhibits	5	4	7	3
Records transferred to Archives / Records Centre	961	155	1,932	692
Digital records transferred to Archives	n/a	n/a	n/a	1.28TB
Visits to Archives Website	35,579	105,475	89,426	144,392

Council Services

Contributing Departments

City Clerk's	45 %
Council	29 %
Mayor's Office	11 %
Audit	9 %
Policy & Strategic Initiatives	6 %

Operating Budget (in millions of $)	2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	Expl.	2023 Projection
Service revenue	0.691	0.096	0.096	0.566		0.116
Provincial funding (service specific)	0.001	-	-	-		-
Revenues	**0.692**	**0.096**	**0.096**	**0.566**	**1**	**0.116**
Salaries and benefits	7.938	8.352	8.542	9.758		8.753
Services	2.455	2.985	3.002	5.205		3.068
Materials, parts, and supplies	0.171	0.174	0.174	0.254		0.175
Assets and purchases	0.104	0.017	0.058	0.118		0.018
Grants, transfers and other*	2.447	2.500	3.108	0.346		2.480
Recoveries	(0.221)	(0.100)	(0.700)	(1.356)		(0.100)
Operating expenses	**12.894**	**13.928**	**14.184**	**14.325**		**14.393**
Transfer to Capital	-	-	-	-		-
Debt and finance charges	0.104	0.104	0.114	0.137		0.182
Total Expenses	**12.998**	**14.032**	**14.298**	**14.462**	**2**	**14.575**
Mill Rate Support/(Contribution)	**12.306**	**13.936**	**14.202**	**13.896**		**14.459**
Full-time Equivalent Positions	**76**	**79**	**81**	**87**		**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 2022 Change from 2021

(in millions of $)

1 Revenues

Increase due to Board of Revision assessment appeals filing fee revenue	0.470
	0.470

2 Expenses

Increase in expenditures including salaries and benefits related to 2022 Election, net of related external recoveries	2.826
Decrease in amortization due to 2022 Election expenditures	(2.884)
Miscellaneous adjustments	0.222
	0.164

Council Services

Full-time Equivalent Positions

Net increase of 6 FTEs within the City Clerks Department due to reduction of 1 FTE for temporary remote meeting support, offset by an increase of 7 FTEs for 2022 election support (positions required for 2022 only).

Service Detail Sub-services (in millions of $)		2020 Actual	2020 Budget	2021 Budget	2022 Preliminary Budget	2023 Projection
Auditing	Revenue	-	-	-	-	-
	Operating expenses	1.327	1.379	1.354	1.349	1.350
	Transfer to Capital	-	-	-	-	-
		1.327	1.379	1.354	1.349	1.350
Mayor and Council	Revenue	-	-	-	-	-
	Operating expenses	5.660	5.958	6.038	6.216	6.270
	Transfer to Capital	-	-	-	-	-
		5.660	5.958	6.038	6.216	6.270
Archives-City Clerks	Revenue	0.001	-	-	-	-
	Operating expenses	1.231	1.462	1.464	1.466	1.516
	Transfer to Capital	-	-	-	-	-
		1.230	1.462	1.464	1.466	1.516
Elections-City Clerks	Revenue	0.137	-	-	-	-
	Operating expenses	0.558	0.753	0.753	0.695	0.711
	Transfer to Capital	-	-	-	-	-
		0.420	0.753	0.753	0.695	0.711
Citizen Access and Appeals	Revenue	0.505	0.055	0.055	0.525	0.075
	Operating expenses	0.732	0.747	0.752	0.862	0.808
	Transfer to Capital	-	-	-	-	-
		0.227	0.692	0.697	0.337	0.733
Council Support-City Clerks	Revenue	0.049	0.041	0.041	0.041	0.041
	Operating expenses	2.873	2.913	3.118	3.070	3.108
	Transfer to Capital	-	-	-	-	-
		2.824	2.872	3.077	3.029	3.067
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.616	0.820	0.818	0.803	0.811
	Transfer to Capital	-	-	-	-	-
		0.616	0.820	0.818	0.803	0.811
Mill Rate Support/(Contribution)		**12.306**	**13.936**	**14.202**	**13.896**	**14.459**

Additional Financial Information

Capital Budget	2022 Preliminary Budget	2023-2027 Forecast	6 Year Total
(In millions of $)	0.110	0.500	0.610



Appendices

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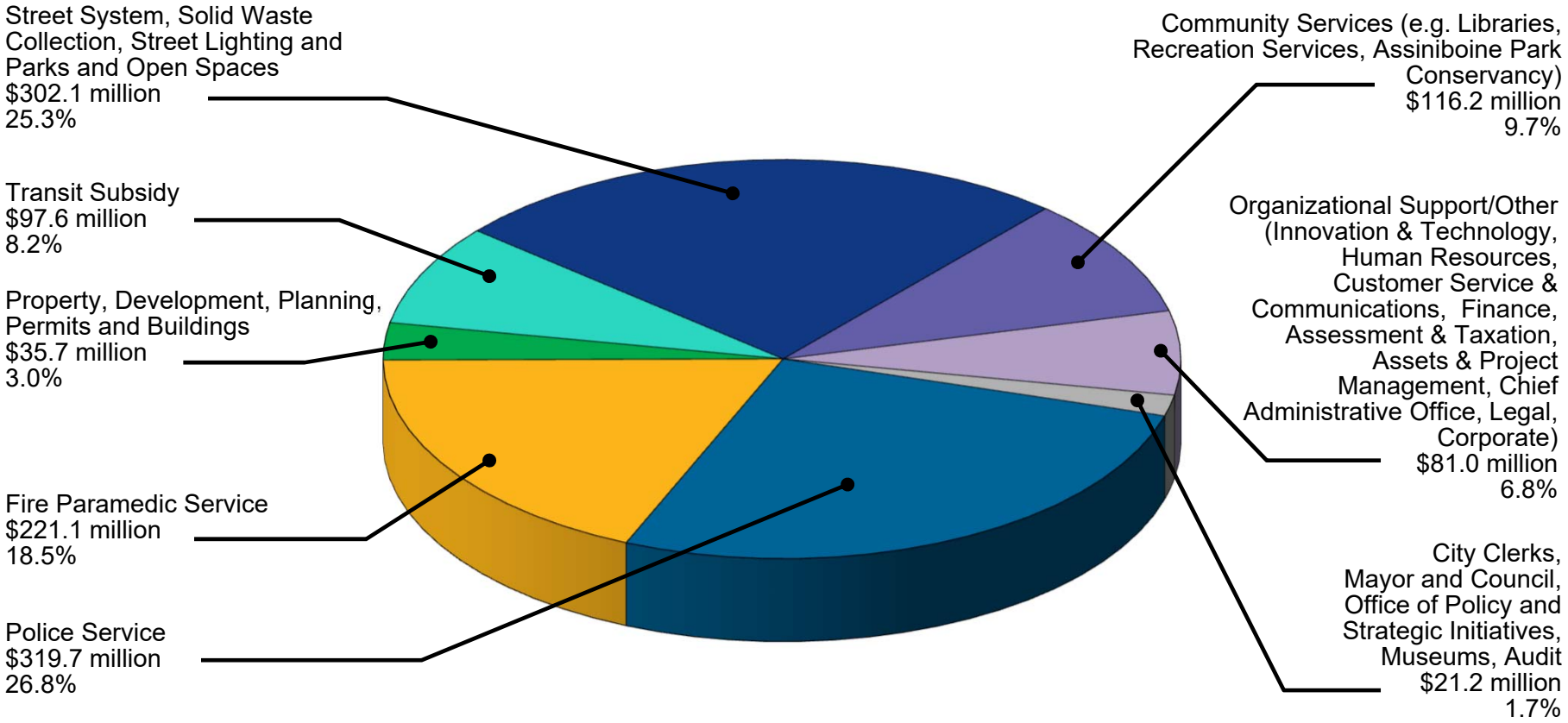
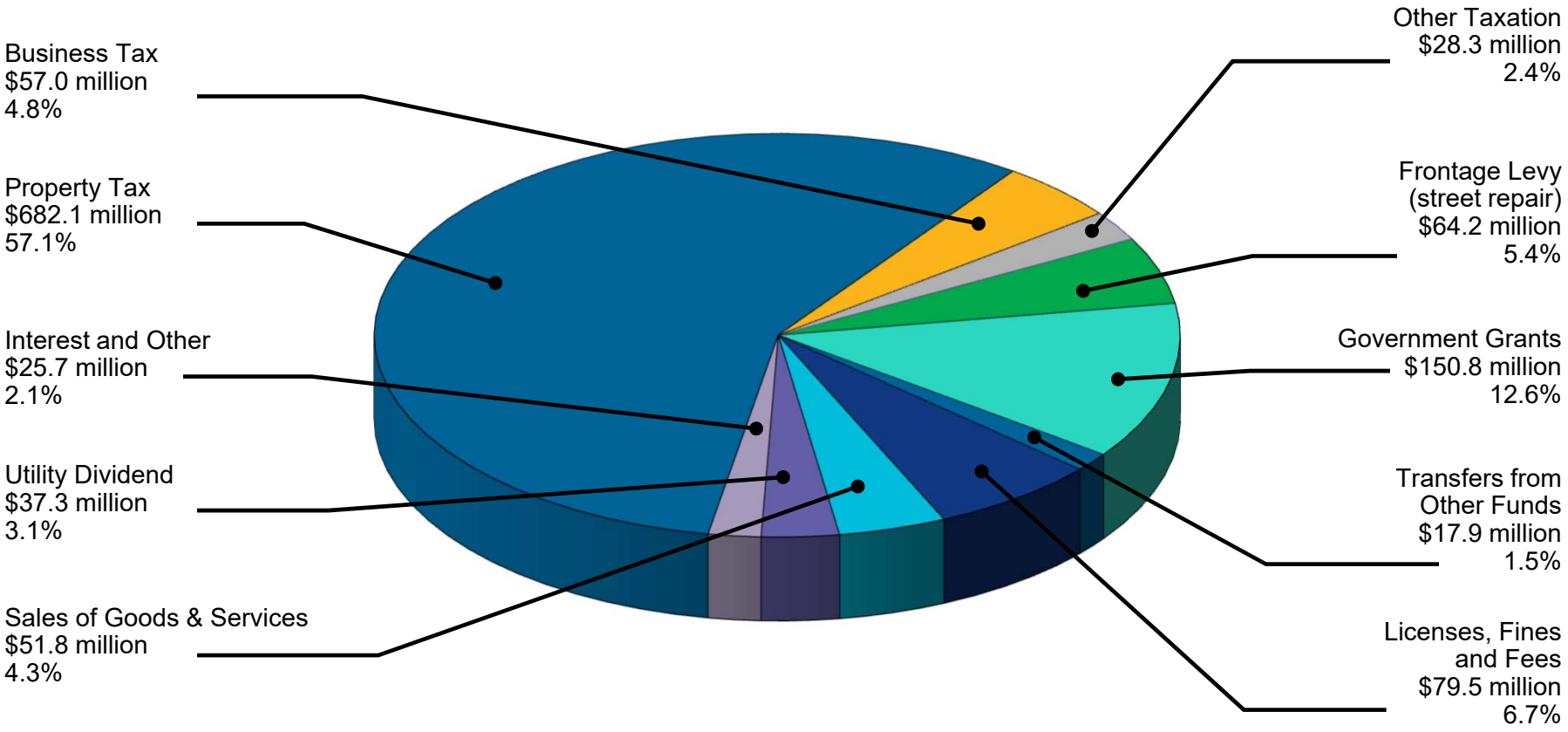
How is the money spent in the Tax Supported Operating Budget?

2022 Preliminary Operating Budget - $1,194.6 million



Where does the money come from in the Tax Supported Operating Budget?

2022 Preliminary Operating Budget - $1,194.6 million



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Operating Budget
Tax Supported Summary

	2020 Adopted Budget (Restated) [3, 4]	2021 Adopted Budget (Restated) [4]	2022 Preliminary	Net Variance $	Net Variance %	Expl. No.	2023 Projection	4-year Avg. % [5]
Revenue:								
Property tax	$ 641,748,483	$ 664,716,502	**$ 688,490,651**	$ 23,774,149	3.6	1	$ 711,784,522	3.6
Property tax credits	(7,186,318)	(6,036,055)	**(6,346,186)**	(310,131)	5.1	1	(6,695,173)	(8.6)
Business tax	63,378,301	65,278,301	**64,435,301**	(843,000)	(1.3)	2	62,458,301	(0.3)
Business tax credits	(5,462,461)	(7,362,461)	**(7,439,461)**	(77,000)	1.0	2	(5,462,461)	(1.4)
Other taxation	27,375,934	26,325,183	**28,284,933**	1,959,750	7.4	3	29,593,524	3.4
Street renewal frontage levy	63,795,219	63,950,868	**64,184,177**	233,309	0.4	4	64,483,927	0.5
Government grants	146,406,021	149,127,228	**150,794,416**	1,667,188	1.1	5	150,578,407	1.2
Regulation fees	76,975,310	69,298,488	**79,509,220**	10,210,732	14.7	6	79,771,833	2.0
Sale of goods and services	54,388,605	50,867,180	**51,816,854**	949,674	1.9	7	54,845,114	0.5
Interest	7,198,482	7,517,655	**7,317,524**	(200,131)	(2.7)	8	7,011,330	3.7
Transfers from other funds	12,435,406	37,672,129	**17,878,421**	(19,793,708)	(52.5)	9	17,416,043	22.0
Utility dividends	34,586,983	35,680,697	**37,277,778**	1,597,081	4.5	10	38,260,937	2.8
Other	28,306,943	23,276,421	**18,350,548**	(4,925,873)	(21.2)	11	23,906,937	(1.1)
Total Revenue	**$ 1,143,946,908**	**$ 1,180,312,136**	**$ 1,194,554,176**	**$ 14,242,040**	**1.2**		**$ 1,227,953,241**	**2.2**
Expenditures: [1]								
Departmental Operating Expenditures:								
Police Service	$ 294,496,130	$ 301,150,523	**$ 310,649,141**	$ 9,498,618	3.2	12	$ 315,094,130	2.2
Public Works	151,783,775	153,188,938	**154,145,461**	956,523	0.6	13	156,553,251	0.7
Fire Paramedic Service	204,315,402	210,703,185	**215,041,367**	4,338,182	2.1	14	217,866,276	2.2
Community Services	106,877,631	109,857,764	**111,054,961**	1,197,197	1.1	15	113,287,060	1.9
Planning, Property and Development	34,006,060	34,441,153	**34,581,998**	140,845	0.4	16	34,696,625	0.8
Water and Waste	23,540,632	24,610,022	**22,390,491**	(2,219,531)	(9.0)	17	23,968,246	1.0
Street Lighting	12,408,965	13,302,456	**13,814,850**	512,394	3.9	18	14,570,623	2.8
Assessment and Taxation	18,416,150	14,600,727	**18,579,249**	3,978,522	27.2	19	18,779,905	(1.3)
Assets and Project Management	9,115,962	8,489,585	**8,551,220**	61,635	0.7	20	8,574,675	(1.5)
Innovation and Technology	22,427,575	21,433,687	**21,260,501**	(173,186)	(0.8)	21	22,120,746	0.0
City Clerks	12,820,109	12,027,157	**11,981,509**	(45,648)	(0.4)	22	11,994,215	(2.8)
Corporate Finance	8,217,443	8,264,896	**8,337,291**	72,395	0.9	23	8,580,283	0.7
Customer Service and Communications	7,121,822	7,085,406	**7,011,985**	(73,421)	(1.0)	24	7,248,583	(3.7)
Human Resource Services	6,026,331	6,122,946	**7,319,069**	1,196,123	19.5	25	7,505,201	5.8
Other departments	17,750,899	18,561,403	**18,593,958**	32,555	0.2	26	18,816,841	2.1
Sub-total Departmental	$ 929,324,886	$ 943,839,848	**$ 963,313,051**	$ 19,473,203	2.1		$ 979,656,660	1.5

Operating Budget
Tax Supported Summary

	2020 Adopted Budget (Restated) [3, 4]	2021 Adopted Budget (Restated) [4]	2022 Preliminary	Net Variance $	Net Variance %	Expl. No.	2023 Projection	4-year Avg. % [5]
Corporate:								
Taxes	11,747,206	12,008,428	**12,248,597**	240,169			12,493,569	
Insurance and damage claims	3,900,814	4,256,988	**4,575,226**	318,238			4,762,565	
Contribution to Transit [2]	67,264,811	104,272,500	**97,632,702**	(6,639,798)			82,595,398	
Other	(12,666,654)	(27,544,428)	**(23,633,822)**	3,910,606			(27,598,664)	
Sub-total Corporate	$ 70,246,177	$ 92,993,488	**$ 90,822,703**	$ (2,170,785)	(2.3)	27	$ 72,252,868	(0.3)
Total Operational Expenditures	**$ 999,571,063**	**$ 1,036,833,336**	**$ 1,054,135,754**	**$ 17,302,418**	**1.7**		**$ 1,051,909,528**	**1.3**
Capital related expenditures:								
Transfer to Capital	20,400,601	5,626,000	**2,294,000**	(3,332,000)			2,064,000	
Transfer to Regional Street Renewal Reserve	36,770,000	42,870,000	**42,870,000**	-			51,170,000	
Transfer to Local Street Renewal Reserve	41,270,000	47,370,000	**47,370,000**	-			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	39,258,110	**39,750,530**	492,420			48,139,713	
Capital Closure Surplus	-	(1,645,310)	**(1,866,108)**	(220,798)			-	
Total Capital Related Expenditures	$ 144,375,845	$ 143,478,800	**$ 140,418,422**	$ (3,060,378)	(2.1)		$ 176,043,713	9.7
Total Expenditures	**$ 1,143,946,908**	**$ 1,180,312,136**	**$ 1,194,554,176**	**$ 14,242,040**	**1.2**		**$ 1,227,953,241**	**2.2**
	$ -	**$ -**	**$ -**	**$ -**			**$ -**	
			1.2%	**Year over Year Variance**			**2.8%**	

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.

4 2020 and 2021 Adopted Budget figures have been restated due to new Assets and Project Management department effective 2022.

5 4-year average % is calculated as the year over year % change from 2019 budget to 2023 Projection. The same calculation applies to utilities and special operating agencies.

Operating Budget
Tax Supported Revenue - 2022 Compared to 2021

Expl. No.	Explanations		Variance
1	**Property tax**	**$**	**23,464,018**
	2022 property tax revenue reflects a mill rate of 13.468 and includes a 2% property tax increase: $12,600,000 allocated to the tax-supported operating budget on a one-time basis, and a 0.33% property tax increase dedicated to the second phase of the Southwest Rapid Transitway, for a total property tax increase of 2.33%.		
2	**Business tax**	**$**	**(920,000)**
	2022 business tax rate has been maintained at 4.84%. The small business tax credit program will provide a full rebate in 2022 to businesses with an annual rental value of $44,220 ($44,200 in 2021) or less.		
3	**Other taxation**		
	Increase in electricity and gas tax revenue.	$	1,478,000
	Increase in entertainment funding tax revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic.		400,000
	Net increase in other taxation revenue.		81,750
	Total	**$**	**1,959,750**
4	**Street renewal frontage levy**		
	Increase in street renewal frontage levy revenue for frontage foot growth.	**$**	**233,309**
5	**Government grants**		
	Increase in Provincial / Shared Health funding based on costs allocated to emergency medical services program.	$	1,621,188
	Increase in Provincial Funding for Police Services - Guns and Gangs initiative (offset by expenditures in Police Service).		51,000
	Net decrease in other grants.		(5,000)
	Total	**$**	**1,667,188**
6	**Regulation fees**		
	Net increase in building, electrical and mechanical revenue primarily due to elimination of COVID-19 pandemic adjustment, including the waiver of patio fees.	$	5,797,945
	Increase in property and business tax penalties due to the 2021 waiver of penalties related to the COVID-19 pandemic. Offset by reduced recovery from General Purpose Reserve.		3,781,000
	Increase in Board of Revision assessment appeals filing fee revenue.		470,000
	Net increase in other miscellaneous revenue.		161,787
	Total	**$**	**10,210,732**

Operating Budget
Tax Supported Revenue - 2022 Compared to 2021

Expl. No.	Explanations		Variance
7	**Sale of goods and services**		
	Increase Recreation Service revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic.	$	2,237,146
	Decrease in ambulance revenue.		(1,706,605)
	Increase in Environmental Protection Services based on prior years actual.		204,426
	Net increase in other sales of goods and services.		214,707
	Total	**$**	**949,674**
8	**Interest**		
	Decrease in short-term investment revenue.	**$**	**(200,131)**
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- Land Operating Reserve.	$	5,000,000
	- Multiple-Family Dwelling Tax Investment Reserve.		1,000,000
	- Insect Control Reserve.		900,000
	- Economic Development Investment Reserve.		186,000
	- Municipal Accommodations.		180,899
	- Financial Stabilization Reserve.		(26,566,003)
	- Workers Compensation Reserve.		(500,000)
	- Net other transfers.		5,396
	Total	**$**	**(19,793,708)**
10	**Utility dividends**		
	Increase in utility dividend revenue relating to increase in water and sewer sales.	**$**	**1,597,081**
11	**Other**		
	Decrease in Winnipeg Parking Authority dividend.	$	(4,873,807)
	Net decrease in other.		(52,066)
	Total	**$**	**(4,925,873)**

Operating Budget
Tax Supported Expenditures - 2022 Compared to 2021

Expl. No.	Explanations		Variance
12	**Police Service**		
	Increase in salaries and benefits primarily due to negotiated wage increases, annual increments and police pension plan actuarial valuation.	$	11,559,996
	Increase in services (Central Processing Unit 24/7 Paramedic, Next Generation 911 ongoing operational costs).		699,600
	Increase in fleet lease and fuel costs including carbon tax.		137,992
	Increase in expenditure management.		(3,005,254)
	Net operational cost increase.		106,284
	Total operational expenditures increase net of capital related expenditures.	**$**	**9,498,618**
	Transfer to Capital.		(2,804,000)
	Debt and finance charges.		327,754
	Total	**$**	**7,022,372**
13	**Public Works**		
	Increase for tree pruning, planting and maintenance.	$	2,000,000
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.		1,302,026
	Transfer of Equipment Operator Training Branch to Human Resource Services.		(917,422)
	Decrease in fleet related costs.		(813,406)
	Decrease in aircraft hire for insect control.		(533,882)
	Decrease in fuel costs.		(196,522)
	Net operational cost increase.		115,729
	Total operational expenditures increase net of capital related expenditures.	**$**	**956,523**
	Transfer to Capital.		(105,000)
	Debt and finance charges.		591,591
	Total	**$**	**1,443,114**

Operating Budget
Tax Supported Expenditures - 2022 Compared to 2021

Expl. No.	Explanations		Variance
14	**Fire Paramedic Service**		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments, new national holiday - Truth and Reconciliation Day, and resources for mental health and addiction.	$	4,834,552
	Increase in uniforms and protective clothing for conversion to fire resistant clothing, net of reduced turnout gear purchases.		760,141
	Decrease in external equipment rental.		(780,000)
	One-time decrease in training, travel, conferences and other workshops.		(298,000)
	Reduction to software consulting and licensing costs to offset additional Computer Aided Dispatch staffing.		(220,000)
	Net operational cost increase.		41,489
	Total operational expenditures increase net of capital related expenditures.	**$**	**4,338,182**
	Transfer to Capital.		(150,000)
	Shared Health Capital Contribution.		(273,000)
	Debt and finance charges.		883,307
	Total	**$**	**4,798,489**
15	**Community Services**		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	553,163
	Funding for Mobile Outreach Services to support individuals experiencing unsheltered homelessness. Includes dedicated grant funding of $100,000 to Main Street Project to continue 24-Hour mobile outreach support up to March 31, 2022.		550,000
	Reduce recoveries from capital for Asset Management.		472,811
	Increase in grant to Assiniboine Park Conservancy.		321,000
	Funding to support the public washroom program including the rental and maintenance of temporary washrooms and peer support at the new permanent community washroom.		290,000
	Increase in universal funding formula grants to community centres.		125,000
	Increase in funding for vaccination verification equipment.		45,600
	Decrease in cleaning costs in 2021 related to COVID-19 pandemic partially offset by increase in facilities costs.		(770,334)
	Decrease in transfer to Animal Services Agency.		(500,000)
	Net operational cost increase.		109,957
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,197,197**
	Debt and finance charges.		155,352
	Total	**$**	**1,352,549**

Operating Budget
Tax Supported Expenditures - 2022 Compared to 2021

Expl. No.	Explanations		Variance
16	**Planning, Property and Development**		
	Increase in salaries and benefits due to addition of 16 permanent FTEs funded by incremental permit revenue, 1 FTE for Federal Rapid Housing Initiative, and decrease of 13 FTEs of which the majority are attributable to the Digital Permitting initiative.	$	850,897
	Decrease in transfer to Golf Services Agency.		(729,777)
	Net operational cost increase.		19,725
	Total operational expenditures decrease net of capital related expenditures.	**$**	**140,845**
	Debt and finance charges.		59,774
	Total	**$**	**200,619**
17	**Water and Waste - Garbage Collection**		
	Decrease in residential tipping fees.	$	(1,715,680)
	Decrease in collection contracts.		(341,700)
	Decrease in single family collection contracts.		(205,925)
	Net operational cost increase.		43,774
	Total operational expenditures increase net of capital related expenditures.	**$**	**(2,219,531)**
18	**Street Lighting**		
	Net increase in costs due to estimated Manitoba Hydro rate changes, new installations and upgrades.	**$**	**512,394**

Operating Budget
Tax Supported Expenditures - 2022 Compared to 2021

Expl. No.	Explanations		Variance
19	**Assessment and Taxation**		
	Decrease in recovery from the Federal Safe Restart Program in 2021 (refer to explanation # 6).	$	3,781,000
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.		244,352
	Increase in cyclical expenses related to the general assessment cycle.		128,500
	Net operational cost decrease.		(175,330)
	Total operational expenditures decrease net of capital related expenditures.	**$**	**3,978,522**
	Transfer to Capital.		-
	Debt and finance charges.		(577,949)
	Total	**$**	**3,400,573**
20	**Assets and Project Management**		
	Net operational cost increase.	**$**	**61,635**
21	**Innovation and Technology**		
	Decrease in recoveries mainly related to a decrease in capital spending.	$	1,416,674
	Net increase in Cloud Services for MS Teams licenses.		298,826
	Net decrease in salaries and benefits related to the deferral of capital spending, net of annual wage increases and transfer of position to Winnipeg Police Service.		(1,288,748)
	Net decrease in computer software, hardware, professional services and equipment servicing.		(753,796)
	Net operational cost increase.		153,858
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(173,186)**
	Transfer to Capital.		(1,520,000)
	Debt and finance charges.		(330,042)
	Total	**$**	**(2,023,228)**
22	**City Clerks**		
	Increase in expenditures including salaries and benefits related to 2022 Election, net of related external recoveries.	$	2,826,080
	Decrease in amortization due to 2022 Election expenditures.		(2,883,921)
	Net operational cost increase.		12,193
	Total operational expenditures decrease net of capital related expenditures.	**$**	**12,193**
	Debt and finance charges.		22,495
	Total	**$**	**(23,153)**

Operating Budget
Tax Supported Expenditures - 2022 Compared to 2021

Expl. No.	Explanations		Variance
23	**Corporate Finance**		
	Increase in salaries and benefits due to negotiated wage increases and annual increments.	$	102,827
	Net operational cost decrease.		(30,432)
	Total operational expenditures increase net of capital related expenditures.	**$**	**72,395**
	Debt and finance charges.		57,129
	Total	**$**	**129,524**
24	**Customer Service and Communications**		
	Increase in salaries and benefits due to transfer of Corporate Writer position from CAO, reduction of internal French Language Services offset by translation outsourcing expense, and negotiated wage increases and annual increments.	$	30,624
	Decrease to the Office of Public Engagement to conduct community consultation events regarding multi-year funding formula options for the Winnipeg Police Service (Recommendation 1.W) in 2021 only.		(150,000)
	Net operational cost increase.		45,955
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(73,421)**
	Debt and finance charges.		(77)
	Total	**$**	**(73,498)**
25	**Human Resource Services**		
	Net increase in expenditures due to the transfer of Equipment Operator Training Branch from Public Works Department.	$	917,422
	Decrease in recoveries from Fleet Management Agency and Winnipeg Parking Authority due to transfer of service to Public Works Department.		282,195
	Net operational cost decrease.		(3,494)
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,196,123**

Operating Budget
Tax Supported Expenditures - 2022 Compared to 2021

Expl. No.	Explanations		Variance
26	**Other departments**		
	Increase in grant to Oshki Annishinabe Nigaaniwak - Indigenous Youth Strategy.	$	250,000
	Decrease in external counsel to support Legal Services with additional expertise on complex files.		(150,106)
	Net decrease in salaries and benefits primarily due to transfer of Corporate Writer position to Corporate Communications and 1.71 FTEs related to position and vacancy management, offset by 1 FTE for Rapid Housing Initiative and negotiated wage increases and annual increments.		(46,519)
	Net operational cost decrease.		(20,820)
	Total	**$**	**32,555**
27	**Corporate**		
	Increase in provision for cost increases.	$	2,405,944
	Decrease in efficiency savings $30,716,379 in 2022 in comparison to $32,120,221 in 2021.		1,403,842
	Increase in insurance premiums, claims, and recoveries based on recent experience, updated property list, and insurance industry outlook.		318,238
	Increase in provincial payroll tax estimate.		240,169
	Decrease in contribution to transit (refer to variance explanation #11 under "Utility Operations" section of this appendix for additional information on Transit).		(6,639,798)
	Net operational cost increase.		100,820
	Total operational expenditures increase net of capital related expenditures.	**$**	**(2,170,785)**
	Capital closure surplus.		1,299,202
	Debt and finance charges.		(696,914)
	Total	**$**	**(1,568,497)**

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Operating Budget
Utilities Summary

	2020 Adopted Restated	2021 Adopted Restated	2022 Preliminary	Net Variance $	Net Variance %	Expl. No.	2023 Projection	4-year Avg. %
Municipal Accommodations								
Revenue	$ 72,407,149	$ 73,783,338	**$ 73,391,004**	$ (392,334)	(0.5)	1	$ 75,535,731	1.1
Operating Expenditures	66,392,240	67,770,469	**67,314,093**	(456,376)	(0.7)	2	69,194,223	1.3
Surplus/(Deficit)	6,014,909	6,012,869	**6,076,911**	64,042			6,341,508	
Sewage Disposal [1]								
Revenue	196,497,356	203,354,215	**211,243,296**	7,889,081	3.9	3	215,810,137	2.6
Operating Expenditures	89,407,897	92,635,283	**93,495,972**	860,689	0.9	4	95,769,386	2.5
Surplus/(Deficit)	107,089,459	110,718,932	**117,747,324**	7,028,392			120,040,751	
Solid Waste Disposal [1]								
Revenue	46,859,815	50,728,964	**51,483,355**	754,391	1.5	5	52,029,930	3.6
Operating Expenditures	47,368,000	48,622,049	**50,258,755**	1,636,706	3.4	6	51,839,147	1.7
Surplus/(Deficit)	(508,185)	2,106,915	**1,224,600**	(882,315)			190,783	
Waterworks [1]								
Revenue	134,432,919	138,090,524	**145,071,501**	6,980,977	5.1	7	149,844,540	3.5
Operating Expenditures	70,846,612	72,098,888	**73,583,906**	1,485,018	2.1	8	74,925,669	1.5
Surplus/(Deficit)	63,586,307	65,991,636	**71,487,595**	5,495,959			74,918,871	
Land Drainage								
Revenue	4,958,478	4,987,872	**5,090,042**	102,170	2.0	9	5,126,342	(2.5)
Operating Expenditures	4,637,923	4,666,955	**4,770,532**	103,577	2.2	10	4,806,838	(0.6)
Surplus/(Deficit)	320,555	320,917	**319,510**	(1,407)			319,504	
Transit								
Revenue	206,242,754	207,407,810	**212,314,166**	4,906,356	2.4	11	226,656,722	2.7
Operating Expenditures	184,210,510	185,220,658	**186,501,401**	1,280,743	0.7	12	197,355,073	2.0
Surplus/(Deficit)	22,032,244	22,187,152	**25,812,765**	3,625,613			29,301,649	

Operating Budget
Utilities Summary

	2020 Adopted Restated	2021 Adopted Restated	2022 Preliminary	Net Variance $	Net Variance %	Expl. No.	2023 Projection	4-year Avg. %
Total								
Revenue	661,398,471	678,352,723	**698,593,364**	**20,240,641**	**3.1**		**725,003,402**	2.7
Operating Expenditures [2, 3]	462,863,182	471,014,302	**475,924,659**	**4,910,357**	**1.1**		**493,890,336**	(1.2)
Capital related and dividend expenditures:								
Debt and Finance Charges	39,577,223	41,984,528	**43,023,154**	1,038,626			45,653,058	
Transfer to Watermain Renewal Reserve	19,500,000	19,500,000	**19,500,000**	-			19,500,000	
Transfer to Water Meter Renewal Reserve	4,663,890	7,884,358	**10,613,644**	2,729,286			13,863,610	
Transfer to Landfill Rehabilitation Reserve	302,390	305,080	**305,070**	(10)			304,970	
Transfer to Sewer Rehabilitation Reserve	18,000,000	16,000,000	**17,000,000**	1,000,000			17,000,000	
Transfer to Environmental Projects Reserve	17,049,749	20,195,055	**100,191,804**	79,996,749			20,189,031	
Transfer to Land Drainage Fund	9,391,978	8,297,872	**13,590,042**	5,292,170			8,326,342	
Transfer to Southwest Rapid Transit Payment Reserve	9,095,000	11,108,000	**13,187,000**	2,079,000			15,332,000	
Transfer to Capital	3,974,000	1,056,000	**1,506,000**	450,000			1,089,000	
Total Capital Related Expenditures	121,554,230	126,330,893	**218,916,714**	**92,585,821**	**76.2**		**141,258,011**	12.0
Dividend Transfer to General Revenue Fund	34,586,983	35,680,697	**37,277,778**	1,597,081			38,260,937	
Total Expenditures	619,004,395	633,025,892	**732,119,151**	**99,093,259**	**16.0**		**673,409,284**	0.1
Surplus/(Deficit)	$ 42,394,076	$ 45,326,831	**$ (33,525,787)**	**$ (78,852,618)**			**$ 51,594,118**	

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.

3 2020 and 2021 Adopted Budget figures have been restated to move transfers to Water and Waste capital reserves and Transfer to Land Drainage Fund from operating expenditures to capital related expenditures.

Operating Budget
Utilities - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Municipal Accommodations		
1	**Revenue Changes:**		
	Increase in transfers for facility costs.	$	280,960
	Decrease in transfer from Community Services for facilities operation and maintenance.		(769,334)
	Miscellaneous adjustments.		96,040
	Total revenue changes.	$	(392,334)
2	**Expenditure Changes:**		
	Decrease in asset management recovery from capital.	$	487,051
	Increase in utility costs.		393,280
	Increase in the provision to the General Revenue Fund.		180,899
	Increase in rentals.		106,882
	Decrease in costs for maintenance of major building systems (plumbing, heating, roof, elevator, filters, grounds, overhead doors) real property repairs, maintenance and materials including cleaning costs in 2021 related to COVID-19 pandemic.		(916,143)
	Net decrease in salary and benefits due to deletion of Labourer position (1 FTE) and increase to Vacancy Management (2 FTEs) and decrease in cleaning staff costs compared to 2021 related to the COVID-19 pandemic.		(551,635)
	Miscellaneous adjustments.		(156,710)
	Total operational expenditures decrease net of capital related expenditures.	**$**	**(456,376)**
	Debt and finance charges.		64,042
	Total expenditure changes.	$	(392,334)
	Variance.	**$**	**-**

The Municipal Accommodations fund does not accrue retained earnings.

Operating Budget
Utilities - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Sewage Disposal		
3	**Revenue Changes:**		
	Increase in sewer services revenue as per approved water and sewer rate report.	$	7,780,821
	Increase in earnings on sinking fund.		110,496
	Increase in hauled waste revenue consistent with approved water and sewer rate report.		100,000
	Decrease in federal grants from Office of Sustainability for the Building Energy Disclosure Project.		(115,536)
	Miscellaneous adjustments.		13,300
	Total revenue changes.	$	7,889,081
4	**Expenditure Changes:**		
	Increase in allocated departmental costs.	$	636,595
	Increase in salaries and benefits.		633,915
	Increase municipal property taxes.		514,645
	Decrease in large volume sewer discounts (from 20% in 2021 to 10% in 2022).		(983,000)
	Miscellaneous adjustments.		58,534
	Total operational expenditures increase net of capital related and dividend expenditures.	**$**	**860,689**
	Debt and finance charges.	$	1,012,124
	Transfer to Water Meter Renewal Reserve.		1,364,643
	Transfer to Sewer System Rehabilitation Reserve.		1,000,000
	Transfer to Environmental Projects Reserve.		79,996,749
	Transfer to Land Drainage Fund.		5,292,170
	Dividend transfer to General Revenue Fund.		855,430
	Total expenditure changes.	$	90,381,805
	Decrease in Surplus.	**$**	**(82,492,724)**

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, 2020 is $110.4 million. The 2022 budgeted dividend to General Revenue Fund is $21.899 million.

Operating Budget
Utilities - 2022 Compared to 2021

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.	$	2,010,000
	Decrease in residential and internal tipping fees.		(1,663,880)
	Increase in waste diversion revenue due to inflationary rate increase.		321,310
	Miscellaneous adjustments.		86,961
	Total revenue changes.	$	754,391
6	**Expenditure Changes:**		
	Increase in leaf and yard waste collection contracts and composting, recyclables processing and hired equipment services at Brady Road.	$	546,000
	Increase in single family blue cart recycling and multi family collection contracts.		542,600
	Increase in hired equipment services.		146,480
	Miscellaneous adjustments.		401,626
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,636,706**
	Debt and finance charges.		(1,360,684)
	Transfer to Landfill Rehabilitation Reserve.		(10)
	Total expenditure changes.		276,012
	Decrease in deficit.	**$**	**478,379**

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, 2020 is $13.4 million.

Operating Budget
Utilities - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Waterworks		
7	**Revenue Changes:**		
	Increase in water sales as per approved water and sewer rate report.	$	6,737,915
	Increase in interest earned.		227,938
	Miscellaneous adjustments.		15,124
	Total revenue changes.	$	6,980,977
8	**Expenditure Changes:**		
	Increase in salaries and benefits.		879,671
	Increase in computer software, hardware and equipment maintenance.		441,550
	Increase in chemicals due to volume and price increases.		360,000
	Increase in property and payroll tax.		167,746
	Increase in utilities.		133,500
	Increase in departmental recoveries net of FTE recovery from capital.		(705,263)
	Miscellaneous adjustments.		207,814
	Total operational expenditures increase net of capital related and dividend expenditures.	**$**	**1,485,018**
	Debt and finance charges.	$	227,938
	Transfer to Water Meter Renewal Reserve.		1,364,643
	Dividend transfer to General Revenue Fund.		741,651
	Total expenditure changes.	$	3,819,250
	Increase in surplus.	**$**	**3,161,727**

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, 2020 is $36.5 million. The 2022 budgeted dividend to General Revenue Fund is $15.378 million.

Operating Budget
Utilities - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Land Drainage		
9	**Revenue Changes:**		
	Increase in transfer from Sewage Disposal.		102,170
	Total revenue changes.	$	102,170
10	**Expenditure Changes:**		
	Increase in electrical and communication.	$	34,000
	Increase in light and power.		33,500
	Miscellaneous adjustments.		36,077
	Total operational expenditures increase net of capital related expenditures.	**$**	**103,577**
	Debt and finance charges.		(1,407)
	Total expenditure changes.	$	102,170
	Variance.	**$**	**-**

Appendix 1

Operating Budget
Utilities - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Transit		
11	**Revenue Changes:**		
	Increase in fare revenue.	$	13,764,116
	Increase transfer from Southwest Rapid Transit (SWRT) Payment Reserve to pay for debt and finance charges related to SWRT phase 2.		585,152
	Decrease in transfer from General Revenue Fund.		(6,639,798)
	One-time transfer from Transit Bus Replacement Reserve in 2021.		(1,200,000)
	Decrease in advertising revenue.		(968,480)
	One-time transfer from Southwest Rapid Transit Corridor Reserve in 2021.		(900,000)
	Miscellaneous adjustments.		265,366
	Total revenue changes.	$	4,906,356
12	**Expenditure Changes:**		
	Net increase in salaries and benefits includes added FTEs for process changes to meet the recommendations in the Ombudsman Report for Transit Plus services and partially offset with decreases from the temporary enhanced disinfection processes for COVID-19 through 2021.	$	2,206,642
	Decrease in recoveries.		777,242
	Expenditure adjustment to be funded through retained earnings.		500,000
	Decrease in fuel costs.		(1,395,754)
	Decrease in Transit Plus contracts due to lower volume.		(1,190,552)
	Miscellaneous adjustments.		383,165
	Total operational expenditures increase net of capital related expenditures.	**$**	**1,280,743**
	Debt and finance charges.		1,096,613
	Transfer to Southwest Rapid Transitway Payment Reserve.		2,079,000
	Transfer to Capital.		450,000
	Total expenditure changes.	$	4,906,356
	Variance.	**$**	**-**

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Operating Budget
Special Operating Agencies Summary

	2020 Adopted Budget	2021 Adopted Budget	2022 Preliminary	Net Variance $	Net Variance %	Expl. No.	2023 Projection	4-year Avg. %
Fleet Management								
Revenue	$ 50,963,279	$ 50,229,160	**$ 49,291,898**	$ (937,262)	(1.9)	1	$ 50,287,751	0.8
Operating Expenditures	32,620,265	32,681,941	**33,252,669**	570,728	1.7	2	34,249,829	1.9
Surplus/(Deficit)	18,343,014	17,547,219	**16,039,229**	(1,507,990)			16,037,922	
Parking Authority								
Revenue	23,857,547	16,843,581	**18,395,330**	1,551,749	9.2	3	24,658,684	1.3
Operating Expenditures	17,076,651	16,457,062	**16,096,231**	(360,831)	(2.2)	4	17,134,035	(6.3)
Surplus/(Deficit)	6,780,896	386,519	**2,299,099**	1,912,580			7,524,649	
Golf Services								
Revenue	3,183,537	3,346,619	**3,736,896**	390,277	11.7	5	3,785,764	5.9
Operating Expenditures	2,398,441	2,383,362	**2,509,877**	126,515	5.3	6	2,554,942	0.2
Surplus/(Deficit)	785,096	963,257	**1,227,019**	263,762			1,230,822	
Animal Services								
Revenue	3,386,586	3,901,336	**3,416,086**	(485,250)	(12.4)	7	3,930,836	5.1
Operating Expenditures	3,742,803	3,746,199	**3,935,020**	188,821	5.0	8	4,003,569	1.4
Surplus/(Deficit)	(356,217)	155,137	**(518,934)**	(674,071)			(72,733)	
Total								
Revenue	81,390,949	74,320,696	**74,840,210**	**519,514**	0.7		**82,663,035**	0.6
Operating Expenditures [1]	55,838,160	55,268,564	**55,793,797**	**525,233**	1.0		**57,942,375**	(1.2)
Capital related expenditures:								
Debt and Finance Charges	1,697,562	1,468,077	**1,225,705**	(242,372)			1,377,538	
Depreciation and Amortization	16,625,544	16,516,290	**15,834,833**	(681,457)			15,593,773	
Total Capital Related Expenditures	18,323,106	17,984,367	**17,060,538**	(923,829)	(5.1)		16,971,311	(1.3)
Dividend Transfer to General Revenue Fund	11,141,753	6,176,564	**1,302,757**	(4,873,807)			6,881,777	
Total Expenditures	85,303,019	79,429,495	**74,157,092**	(5,272,403)	(6.6)		81,795,463	(0.3)
Surplus/(Deficit)	$ (3,912,070)	$ (5,108,799)	**$ 683,118**	**$ 5,791,917**			**$ 867,572**	

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

Appendix 1

Operating Budget
Special Operating Agencies - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Fleet Management		
1	**Revenue Changes:**		
	Increase in fuel sales.	$	495,564
	Increase in services and parts revenue primarily due to inflation.		224,711
	Decrease in rental and other income due to temporary rentals for critical Fire apparatus included in 2021.		(871,861)
	Decrease in fleet leases primarily due to delay in deliveries of vehicles and equipment.		(785,676)
	Total revenue changes.	$	(937,262)
2	**Expenditure Changes:**		
	Decrease in services due to temporary rentals of critical Fire apparatus included in 2021 partially offset by increased vendor repair expense associated with staff reductions due to Waverley repair facility closure.	$	(283,847)
	Increase in fuel costs.		462,192
	Increase in salaries and benefits due to negotiated wage increases and annual increments.		246,559
	Miscellaneous adjustments.		145,824
	Total operational expenditures increase net of capital related and dividend expenditures.	**$**	**570,728**
	Debt and finance charges.		(230,470)
	Depreciation and amortization.		(668,450)
	Total expenditure changes.	$	(328,192)
	Decrease in surplus.	**$**	**(609,070)**

The 2022 budgeted dividend to General Revenue Fund is $0.09 million.

Operating Budget
Special Operating Agencies - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Parking Authority		
3	**Revenue Changes:**		
	Increase in all revenue to partially re-establish the 2021 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2022.	$	966,000
	Increase in enforcement revenue due to efficiencies.		360,000
	Increase in parking permits revenue.		127,915
	Increase in citation revenue due to increase in snow fine (from $150 to $200).		42,361
	Increase in casual parking and special events revenue.		38,791
	Miscellaneous adjustments.		16,682
	Total revenue changes.	$	1,551,749
4	**Expenditure Changes:**		
	Increase in consultant services.	$	210,000
	Decrease in paystation maintenance due to removal of under-utilized paystations.		(269,356)
	Decrease in grants and special events in kind grants.		(145,000)
	Miscellaneous adjustments.		(156,475)
	Total operational expenditures decrease net of capital related and dividend expenditures.	**$**	**(360,831)**
	Amortization.		(5,539)
	Dividend Transfer to General Revenue Fund.		(4,873,807)
	Total expenditure changes.	$	(5,240,177)
	Variance.	**$**	**6,791,926**

The 2022 budgeted dividend to General Revenue Fund is $1.211 million.

Appendix 1

Operating Budget
Special Operating Agencies - 2022 Compared to 2021

Expl. No.	Explanations		Variance
	Golf Services		
5	**Revenue Changes:**		
	Increase in green fees revenue due to adjustments to volume of rounds as well as increasing rates by $1.00.	$	1,011,120
	Increase in net leasing revenue offset by municipal tax expense.		80,526
	Decrease in transfer from the General Revenue Fund.		(729,777)
	Miscellaneous adjustments.		28,408
	Total revenue changes.	$	390,277
6	**Expenditure Changes:**		
	Increase in municipal tax expense offset by increase in net leasing revenue.	$	80,526
	Increase in salaries and benefits due to negotiated wage increases and annual increments.		30,027
	Miscellaneous adjustments.		15,962
	Total operational expenditures increase net of capital related expenditures.	**$**	**126,515**
	Debt and finance charges.		(11,902)
	Depreciation.		(2,468)
	Total expenditure changes.	$	112,145
	Decrease in surplus.	**$**	**278,132**
	Animal Services		
7	**Revenue Changes:**		
	Decrease in transfer from General Revenue Fund.	$	(500,000)
	Miscellaneous adjustments.		14,750
	Total revenue changes.	$	(485,250)
8	**Expenditure Changes:**		
	Increase in grant to Winnipeg Humane Society.	$	170,000
	Increase in salaries and benefits.		29,143
	Miscellaneous adjustments.		(10,322)
	Total operational expenditures increase net of capital related expenditures.	**$**	**188,821**
	Depreciation.		(5,000)
	Total expenditure changes.	$	183,821
	Variance.	**$**	**(669,071)**

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Appendix 2

Changes in Grants/Payments

Grants by Category	2020	2021	2022	2023
Operating Cash Grants and Contributions	42,391,295	42,657,525	43,495,725	44,174,955
In-kind Grants	593,209	477,209	332,209	832,209
Capital Grants	8,634,000	8,415,000	9,314,000	7,715,000
Reserve Grants	17,647,938	23,731,906	23,713,788	14,205,872
Total Grants	**69,266,442**	**75,281,640**	**76,855,722**	**66,928,036**

Grants by Category (multi-year budget)	2020	2021	2022	2023
Operating Cash Grants and Contributions	42,391,295	42,657,525	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	23,731,906	14,810,579	15,968,788
2020-2023 Multi-Year Budget Total Grants	69,266,442	75,281,640	66,347,313	66,894,752
Variance	**-**	**-**	**10,508,409**	**33,284**

Variance - Increase/(Decrease) from the Multi-Year Budget:		
Operating Cash Grants and Contributions		
Assiniboine Park Conservancy	(95,000)	69,000
Garden City Community Centre - sponsorship grant	3,000	3,000
24-Hour Mobile Outreach Services	450,000	550,000
Main Street Project Inc. - 24-Hour Mobile Outreach Services	100,000	
Oshki Annishinabe Nigaaniwak - Indigenous Youth Strategy	250,000	250,000
Public Washroom Program – Peer Support	250,000	250,000
Southdale Community Centre - sponsorship grant	4,200	4,200
Winnipeg Humane Society (WHS)	170,000	170,000
World Police and Fire Games		500,000
Capital Grants		
Bicycle Parking Partnership Grants, Pedestrian and Cycling Program	33,000	
General Council of Winnipeg Community Centres - Plan 2045 - Recreation and Library Facility Investment Strategy	300,000	
Trees Winnipeg - Urban Forest Renewal Program	140,000	
Reserve Grants		
Economic Development Winnipeg	(1,050,000)	(35,000)
Economic Development Winnipeg - Special Event Marketing Fund	(825,000)	(27,500)
Winnipeg Convention Centre - payment to pay down City commitment of $8 million	(1,000,000)	(1,000,000)
Gail Parvin Hammerquist - Centre Venture	(634,651)	(131,229)
Heritage Conservation Grant Program By Law 2018/63	11,151	11,151

Appendix 2

Grants by Category	2020	2021	2022	2023
Variance - Increase/(Decrease) from the Multi-Year Budget:				
Reserve Grants				
Housing Demolition, Mininimum Home Repair & Indigenous Housing Programs				250,000
Rapid Housing Initiative Program			12,775,743	
Economic Development Grants			(307,541)	(747,780)
Live Downtown - Rental Development Grant Program			(66,493)	(82,558)
	-	**-**	**10,508,409**	**33,284**

Entertainment Funding Tax and Arts and Culture Grants:

	2020 Actuals	2020 Budget
Entertainment Funding Tax Revenue for Cinemas	367,540	2,100,000
Total Arts and Culture Funding as noted below	7,489,506	7,674,879

This information is in accordance with Section 10 of Bylaw 125/2006 and is the most current data at the time of publication.

Notes:

1. See Supplement to the 2022 Preliminary Budget for full listing of grants/payments.
2. The community partnership designation has been removed from the full listing of grants/payments has been replaced by Service Purchase Agreements and Long Term Agreements. See Appendix 9 of Volume 2 for definitions.
3. Grants moved from Annual to Long-Term section:
   Community Centres
   General Council of Winnipeg Community Centres (GCWCC)
   GCWCC - Athletic Field Sweat Equity
   St Boniface Museum

Reserves - Budget Summary

(in $000's)	2021 Forecast	2022 Preliminary Budget				Estimated Closing Balance *
		Revenue	Expenditures			
			Debt and Finance	Other	Total Expenses	
Stabilization Reserve						
Financial Stabilization [3]	78,410	16,628	157	11,035	11,192	83,846
Subtotal	78,410	16,628	157	11,035	11,192	83,846
Capital Reserves						
Computer, Critical Systems and Support	3,465	1,284	7	2,059	2,066	2,683
Environmental Projects	131,425	100,792	300	25,027	25,327	206,890
Canada Community-Building Fund [5]	52,920	46,480	-	85,951	85,951	13,449
Landfill Rehabilitation	3,747	415	13	1,400	1,413	2,749
Local Street Renewal	684	47,371	1,931	45,552	47,483	572
Regional Street Renewal	347	42,871	1,333	41,588	42,921	297
Sewer System Rehabilitation	5,124	17,030	17	18,410	18,427	3,727
Southwest Rapid Transit Corridor	1,276	3	3	-	3	1,276
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	10,721	13,208	21	13,314	13,335	10,594
Transit Bus Replacement	29	-	-	-	-	29
Transit Infrastructure [1]	-	-	-	-	-	-
Waste Diversion	3,296	8	7	1,313	1,320	1,984
Water Main Renewal	9,482	19,535	25	18,400	18,425	10,592
Water Meter Renewal	12,597	10,803	51	-	51	23,350
Subtotal	235,113	299,800	3,708	253,014	256,722	278,192
Special Purpose Reserves						
Brookside Cemetery	18,390	803	84	294	378	18,815
St. Vital Cemetery	1,361	68	8	16	24	1,405
Transcona Cemetery	989	54	6	12	18	1,024
Commitment	3,079	3,423	-	3,079	3,079	3,423
Contributions in Lieu of Land Dedication [2]	11,680	4,238	53	4,545	4,598	11,320
Destination Marketing	2,086	7,004	2,186	5,575	7,761	1,329
Economic Development Investment	2,113	2,293	-	4,384	4,384	23
General Purpose [3]	729	101	1	597	598	232
Heritage Investment	430	1,226	2	1,312	1,314	342
Housing Rehabilitation Investment [4]	1,658	13,797	6	14,033	14,039	1,415
Insect Control	3,000	3	4	2,500	2,504	500
Insurance	4,129	8	8	-	8	4,129
Land Operating	20,410	8,839	72	12,485	12,557	16,691
Multiple-Family Dwelling Tax Investment	964	3,415	4	3,619	3,623	756
Permit	2,000	23	7	944	951	1,072
Workers Compensation	4,605	1,497	9	1,988	1,997	4,105
Subtotal	77,623	46,792	2,450	55,383	57,833	66,581
Total	**391,146**	**363,220**	**6,315**	**319,432**	**325,747**	**428,619**

* Estimated closing balance may not result in the 2021 Forecast plus revenue less expenditures due to rounding.

Notes:

1 On April 29, 2021 Council approved the establishment of the Transit Infrastructure Reserve for the purpose of funding the annual debt and financing costs incurred for the replacement of the North Garage capital project. Effective January 1, 2024, this reserve will be funded through dedicated property tax revenue transferred from the General Revenue Fund.

2 On November 20, 2020 Council directed that $7 million from the 3-year Recreation and Library Facility Investment Strategy be allocated to the Contributions in Lieu of Land Dedication Reserve.

3 On May 27, 2021, Council approved an additional $3 million for the Economic Support Grant program which is included in the 2021 forecast in the Financial Stabilization Reserve. The initial $3 million is reflected in the General Purpose Reserve 2021 forecast.

4 On July 22,2021, Council approved federal funding of $12.776 million for the Rapid Housing Initiative (RHI) Round 2. $12.776 million is included in 2022 and Round 1 of $12,497 million is included in the 2021 forecast. $2 million for affordable housing funded by federal restart program is included in the 2021 forecast.

5 Effective in 2021, the Federal Gas Tax program has been renamed the Canada Community-Building Fund.

Tax Supported Transfers From Other Funds (Revenue in General Revenue Fund)

Transfers from Other Funds	2020 Adopted Budget	2021 Adopted Budget	2022 Preliminary Budget	Variance	2023 Projection
Financial Stabilization Reserve[1,3]	$ (5,380,067)	$ 20,252,187	$ (6,313,816)	$ (26,566,003)	$ 4,615,948
Insect Control Reserve[1]	2,000,000	1,600,000	2,500,000	900,000	-
Workers Compensation Reserve[1]	-	1,000,000	500,000	(500,000)	-
Economic Development Investment Reserve[1]	-	2,000,000	2,186,000	186,000	-
Perpetual Maintenance Reserve	311,351	318,709	322,286	3,577	330,086
Multiple-Family Reserve[1]	-	-	1,000,000	1,000,000	-
Housing Rehabilitation Investment Reserve	162,000	162,000	162,000	-	162,000
Land Operating Reserve[1,2]	4,235,000	1,235,000	6,235,000	5,000,000	1,235,000
Destination Marketing Reserve	82,416	83,470	85,289	1,819	86,953
Municipal Accommodations	11,024,706	11,020,763	11,201,662	180,899	10,986,056
Total	**$ 12,435,406**	**$ 37,672,129**	**$ 17,878,421**	**$ (19,793,708)**	**$ 17,416,043**
Transit Reserve transfers to Transit Fund 442:					
Transit Bus Replacement Reserve	$ -	$ 1,200,000	$ -	$ (1,200,000)	$ -
Southwest Rapid Transit Corridor Reserve	-	900,000	-	(900,000)	-
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve[4]	-	-	585,152	585,152	673,000

Notes:

1. One-time transfers from reserves: 5,000,000 4,600,000 21,186,000 -
2. $1,235,000 is assumed to be an on-going transfer from the Land Operating Reserve.
3. $10,000,000 transfer in 2022 from the Financial Stabilization Reserve is considered a one-time transfer.
4. 2022 and 2023 transfers are to pay for the debt and finance charges for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project.

Tax Supported Transfers To Other Funds (Expenditures in General Revenue Fund)

Transfers to Other Funds	2020 Adopted Budget	2021 Adopted Budget	2022 Preliminary Budget	Variance	2023 Projection
General Capital Fund - Transfer to Capital	$ 18,872,000	$ 2,986,690	$ (293,108)	$ (3,279,798)	$ 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	721,000	(273,000)	586,000
Local Street Renewal Reserve	41,270,000	47,370,000	47,370,000	-	64,670,000
Regional Street Renewal Reserve	36,770,000	42,870,000	42,870,000	-	51,170,000
Transit Subsidy	67,264,811	104,272,500	97,632,702	(6,639,798)	82,595,398
Golf Services	729,777	729,777	-	(729,777)	-
Animal Services	771,219	1,271,219	771,219	(500,000)	1,271,219
Perpetual Maintenance Reserves	163,461	166,731	167,685	954	171,039
Computer, Critical Systems and Support Reserve	1,459,654	1,257,081	1,266,395	9,314	1,326,385
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	68,617,278	(457,797)	70,528,045
Waterworks System	80,143	80,960	82,364	1,404	83,625
Total	**$ 247,666,163**	**$ 282,174,033**	**$ 270,305,535**	**$ (11,868,498)**	**$ 284,879,711**

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Cash to Capital Surpluses - 2021 Capital Review
Tax Supported Summary

	2021
Total for tax supported departments	
Balance prior to cash to capital surpluses from 2021 capital review	$ 23,795
Cash to capital surpluses from 2021 capital review (see detailed list on the following pages)	1,866,108
Total Cash to Capital Surpluses after 2021 Capital Review	**$ 1,889,903**
Use of Cash to Capital Surpluses	
Amount to be utilized to reduce Innovation, Transformation and Technology tax supported operating budget.	1,520,000
Amount to be utilized to reduce transfer to General Capital Fund in the 2022 tax supported operating budget	346,108
Amount retained in Corporate non-specified capital account (see note below)	23,795
Total	**$ 1,889,903**

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.

Appendix 5A

Cash to Capital - 2021 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Protected Bike Lanes: McDermot Avenue (Phase 1)	2017	$ 124,993
Protected Bike Lanes: McDermot Avenue/Bannatyne Avenue (Phase 2)	2017	38,276
Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin	2017	135,127
Lagimodiere and Sage Creek - Southbound Double Left Turn	2017	57,377
Disraeli Bridge and Overpass Facility	2019	90,266
Chief Peguis Trail-Future Payment	2020	148,604
2018 Strategic Municipal Infrastructure Research-Sidewalk Trip Hazard Removal	2018	150,000
Asset Management System - Various Divisions	2019	39,361
2016 Regional Parks Investment Strategy	2016	2,468
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects*		(362,965)
Total Public Works		**423,507**
Municipal Accommodations		
General Building Renovation and Refurbishing	2019	12,112
Seven Oaks Indoor Pool - Renewal Plan	2017	7,086
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects*		
Total Municipal Accommodations		**19,197**
Community Services		
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects*		(641,089)
Total Community Services		**(641,089)**
Innovation and Technology		
Innovation Strategy	2020	860,000
Smart Cities Innovation Program	2020	500,000
Enterprise Content Management	2020	660,000
Total Innovation and Technology		**2,020,000**
Fire Paramedic Service		
Portable Mass Spectrometer	2017	43,609
Total Fire Paramedic Service		**43,609**
Transit		
Rapid Overhead Doors at Washrack	2019	168
Garage Improvements - Phase 2	2019	532
2009 Fare Collection System	2009	184
Total Transit		**884**
Net cash to capital surpluses from 2021 capital review - tax supported departments		**$ 1,866,108**

* From analysis undertaken for Provincial MWIA (Manitoba Winnipeg Infrastructure Agreement) reallocation , additional cash to capital required.

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Appendix 5B

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
$4.615 million Manitoba Winnipeg Infrastructure Fund (MWIF) Reallocation (2015 commitment)	4,615,600	621,238	3,991,625	2,737
SUBTOTAL - Manitoba Winnipeg Infrastructure Agreement	199,004,300	164,871,423	3,991,625	30,141,252
MWIA Program adjustments prior to 2019 Capital Closure Process				(751,925)
2019 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(1,561,650)
Project closed with budget spent - Provincial shortfall replaced with Cash To Capital - surplus from other closed projects				(1,944,395)
2020 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(10,066,412)
Project closed with budget spent - Provincial shortfall replaced with Cash To Capital - surplus from other closed projects				(2,376,608)
2021 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(155,841)
Project closed with budget spent - Provincial shortfall replaced with Cash To Capital - surplus from other closed projects				(1,004,054)
Provincial Commitments not set up in City Systems				
Tache Promenade				(1,500,000)
Rapid Transit Design				(1,250,000)
Total Remaining MWIA Funding Shortfall				**$ 9,530,367**

Notes:

(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.

2022 – 2027 Capital Budget

Council is required by Legislation to prepare a six-year balanced Capital Program. With the inclusion of the 2027 forecast the Preliminary Six-Year Capital Budget for Council approval is $2.906 billion, allocated by year as follows (in thousands of $):

2022	2023	2024	2025	2026	2027	6-Year Total
524,876	464,835	458,158	446,299	541,344	470,494	2,906,006

The 2022 Capital Budget supports infrastructure and investments such as purchasing or constructing buildings, roads, parks and recreation areas, equipment, vehicles, and land. The 2022 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.

Changes from Forecast

The 2022 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 to adopt annual budgets on the basis of capital budget forecasts previously approved, with adjustments to the forecasts to include only legislative changes, new council direction, or cost or revenue driver changes.

The table below shows the multi-year capital budget for the period 2022–2026, which includes $2,435 million in total capital investment over the next five years. $1,892.320 million of this spending has been approved through previous Council decisions. The Council approved forecast was approved as part of the 2021 budget process on December 16, 2020.

Changes from the 2022 – 2026 Capital Forecast ($000's)

	2022	2023	2024	2025	2026	5-Year Total
2022 Preliminary Budget	524,876	464,835	458,158	446,299	541,344	2,435,512
Council Approved Forecast	391,296	359,563	333,702	385,617	422,142	1,892,320
Increase from Forecast	133,580	105,272	124,456	60,682	119,202	543,192

Changes from forecast from 2022 – 2026 are mainly due to the projects included in the City's application to the Federal Investing in Canada Infrastructure Program, a tri-patriate funding arrangement between the Federal Government, the Province of Manitoba and the City. The application was approved by Council on April 29, 2021, and funding is conditional on the approval of this application. The most significant project in the application was the replacement of Transit's North Garage and the conversion to zero emission buses.

The remaining variance is due the receipt of one-time funding of $44.4 million from the Federal Government's Canada Community-Building Fund (CCBF) - formerly the Gas Tax Fund, a 50% increase per year in the Combined Sewer Overflow and Basement Flood Management Strategy starting in 2024, and a $21 million investment in Airport Area West Water and Sewer Servicing. $19 million of the CCBF funds have been allocated to projects that will support Economic Recovery and the remainder has been allocated to various recreation projects throughout the City.

The following is a summary of changes from the Council Approved Forecast by fund category:

Tax Supported, Municipal Accommodations and Transit ($000's)

	2022	2023	2024	2025	2026	5-Year Total
2022 Preliminary Budget	381,425	344,371	307,035	260,528	351,305	1,644,664
Council Approved Forecast	274,403	243,080	207,032	218,179	246,376	1,189,070
Increase from Forecast	107,022	101,291	100,003	42,349	104,929	455,594

Water and Waste ($000's)

	2022	2023	2024	2025	2026	5-Year Total
2022 Preliminary Budget	126,505	103,730	134,085	169,080	173,420	706,820
Council Approved Forecast	99,930	99,795	109,535	150,805	159,170	619,235
Increase from Forecast	26,575	3,935	24,550	18,275	14,250	87,585

Special Operating Agencies ($000's)

	2022	2023	2024	2025	2026	5-Year Total
2022 Preliminary Budget	16,946	16,734	17,038	16,691	16,619	84,028
Council Approved Forecast	16,963	16,688	17,135	16,633	16,596	84,015
Increase (Decrease) from Forecast	(17)	46	(97)	58	23	13

The following is the Capital Project Summary – Service Based View which shows the 2022 Capital Budget by service and a listing of each project within the service.

The six-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 2022 Budget.

CAPITAL PROJECT SUMMARY	PRELIMINARY CAPITAL						
SERVICE BASED VIEW	ESTIMATE	FORECAST					6-YEAR
(in Thousands of $)	2022	2023	2024	2025	2026	2027	TOTAL
INFRASTRUCTURE RENEWAL AND PUBLIC WORKS							
Roadway Construction and Maintenance	175,963	157,060	151,796	166,262	171,563	178,725	1,001,369
Transportation Planning and Traffic Management	5,430	3,558	3,517	4,153	5,678	8,943	31,279
Roadway Snow Removal and Ice Control			478				478
Public Transit	99,915	129,929	128,988	69,761	133,263	24,592	586,448
City Beautification	326	128	237	302	227	150	1,370
Total Infrastructure Renewal and Public Works	281,634	290,675	285,016	240,478	310,731	212,410	1,620,944
WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT							
Water	33,715	35,900	37,565	48,515	53,820	79,100	288,615
Wastewater	77,820	60,480	88,685	114,365	112,300	114,500	568,150
Land Drainage and Flood Control	9,112	3,500	5,485	4,300	3,100	5,900	31,397
Solid Waste Disposal	6,170	3,400	2,350	1,900	4,200	4,510	22,530
Recycling and Waste Diversion		450					450
Total Water and Waste, Riverbank Management and the Environment	126,817	103,730	134,085	169,080	173,420	204,010	911,142
PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT							
City Planning	700						700
Development Approvals, Building Permits and Inspections	1,019		100			100	1,219
Heritage Conservation	100					200	300
Property Asset Management - Municipal Accommodations	2,804	1,333	2,660	943	2,236	2,311	12,287
Cemeteries	150				100	124	374
Total Property and Development, Heritage and Downtown Development	4,773	1,333	2,760	943	2,336	2,735	14,880
PROTECTION, COMMUNITY SERVICES AND PARKS							
Fire and Rescue Response	20,283	11,709	1,570	816	8,067	5,613	48,058
Recreation	22,233	19,060	1,874	2,485	2,295	3,263	51,210
Parks and Urban Forestry	11,848	11,124	3,572	4,688	10,272	13,947	55,451
Community Liveability	1,000						1,000
Libraries	2,875	325	850	350	2,250	575	7,225
Arts, Entertainment and Culture	5,525	5,525	5,400	5,400	5,400	5,400	32,650
Total Protection, Community Services and Parks	63,764	47,743	13,266	13,739	28,284	28,798	195,594
WINNIPEG POLICE BOARD							
Police Response	5,047	3,034	2,655	2,098	8,027	4,152	25,013
Total Winnipeg Police Board	5,047	3,034	2,655	2,098	8,027	4,152	25,013
INNOVATION AND ECONOMIC DEVELOPMENT							
Innovation, Transformation and Technology	5,288	1,386	3,088	2,858	1,270	1,290	15,180
Economic Development	20,000						20,000
Fleet Management Agency (SOA)	16,793	16,552	16,876	16,447	16,447	16,447	99,562
Parking Authority (SOA)	153	182	162	244	172	203	1,116
Total Innovation and Economic Development	42,234	18,120	20,126	19,549	17,889	17,940	135,858
EXECUTIVE POLICY							
Assessment, Taxation and Corporate	497		250	312	350	245	1,654
Contact Centre - 311		100			107	104	311
Council Services	110	100		100	200	100	610
Total Executive Policy	607	200	250	412	657	449	2,575
TOTAL CAPITAL PROGRAM	524,876	464,835	458,158	446,299	541,344	470,494	2,906,006

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
CAPITAL PROJECTS LISTING							
INFRASTRUCTURE RENEWAL AND PUBLIC WORKS							
Roadway Construction and Maintenance							
Public Works							
Inner-Ring Road - Functional Design			375	375			750
Regional and Local Street Renewal - Council has authorized first charges totaling up to $88.15 million in 2021 or prior to the adoption of the 2022 capital budget. (Council December 16, 2020) See detail sheet in the Supplement to the 2021 Budget for a detailed listing of the first charge authorizations.	164,689	136,880	120,974	143,638	147,313	159,378	872,872
Pembina Highway Overpass (Bishop Grandin) Rehabilitation		1,000	2,000	17,400			20,400
Waterway Crossing and Grade Separations - Annual Program	3,000	3,000	3,000	3,549	3,900	3,290	19,739
Osborne Street Underpass				1,100			1,100
St. Vital Bridge Rehabilitation	6,074	15,600	23,200				44,874
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)	2,000		2,000		20,000	15,742	39,742
Asset Management System - Various Divisions	100	100	100	100	100	100	600
Assessment and Taxation							
Local Improvements - Ongoing Program	100	480	147	100	250	215	1,292
Total Roadway Construction and Maintenance	175,963	157,060	151,796	166,262	171,563	178,725	1,001,369
Transportation Planning and Traffic Management							
Public Works							
Portable Traffic Study Equipment			162				162
Pedestrian and Cycling Program	2,470	1,890	1,651	1,683	2,321	2,899	12,914
Transportation Master Plan	250	154	154	846	205		1,609
Traffic Signals Vehicle Detection Program (formerly Traffic Signals Loops)	250	250	250	250	250	250	1,500
Traffic Signals Bases Replacements (formerly Traffic Signals Bases and Underground Renewal Program)					1,500	2,500	4,000
Traffic Engineering Improvements - Various Locations	2,460	1,264	1,200	1,374	1,402	3,294	10,994
Upgrade Noise Policies and Equipment Study			100				100
Total Transportation Planning and Traffic Management	5,430	3,558	3,517	4,153	5,678	8,943	31,279
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	534	500	325	325	500	500	2,684
Transit Building Replacement / Refurbishment	642	4,572	1,736	688	4,340	600	12,578
Transit Roof Replacement and Ventilation Upgrade	1,700	2,350	2,450	2,500			9,000

CAPITAL PROJECT SUMMARY	PRELIMINARY CAPITAL						
SERVICE BASED VIEW	ESTIMATE	FORECAST					6-YEAR
(in Thousands of $)	2022	2023	2024	2025	2026	2027	TOTAL
Transition to Zero Emission Buses (formerly Transit Buses)	49,775	22,323	38,703	41,676	100,908	23,042	276,427
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	2,785		2,992	3,991	3,597		13,365
Heated Bus Shelter Program	1,500	1,500					3,000
Transit Improvements		600					600
Radios and Intelligent Transportation Systems (ITS) Replacement			17,013	266			17,279
North Garage Replacement	42,529	88,384	65,319	2,183			198,415
Primary Transit Network Infrastructure				6,864	13,536		20,400
Rapid Transit (Downtown Corridors) Preliminary Design				1,193	5,807		7,000
Wheelchair Securements Retro-fit				9,625	4,125		13,750
Transit Plus In House Service		9,250					9,250
Total Public Transit	99,915	129,929	128,988	69,761	133,263	24,592	586,448
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	150	527
Total City Beautification	326	128	237	302	227	150	1,370
TOTAL INFRASTRUCTURE RENEWAL AND PUBLIC WORKS	281,634	290,675	285,016	240,478	310,731	212,410	1,620,944
WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT							
Water							
Water and Waste - Waterworks System							
Shoal Lake Aqueduct Condition Assessment and Rehabilitation		500	500	1,400	900	4,600	7,900
Shoal Lake Aqueduct Intake Facility Rehabilitation	1,200		1,200	3,800	100	1,000	7,300
Branch Aqueduct Condition Assessment and Rehabilitation	620	5,700		2,800	4,700	1,500	15,320
Tache Booster Pumping Station		350					350
Chlorination Upgrading at Pumping Stations		4,800					4,800
Regulatory Assessment of Water System Infrastructure and Supply Sources					250		250
Deacon Reservoir Cell Rehabilitation					100		100
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	1,335						1,335
Discharge Meter Upgrades at the In-town Pumping Stations		550	2,150				2,700
Water Treatment Plant Programmable Logic Controllers Upgrade					550	4,450	5,000
Pumping Stations Reliability Upgrades	480						480
Study of Backup Power Supply for the Hurst Pumping Station	580						580
HVAC Upgrades at Pumping Stations	600						600
Water Treatment Plant Asset Refurbishment and Replacement Program			9,000	900		7,300	17,200
Feeder Main Condition Assessment and Rehabilitation	950	3,300	2,900	1,500	350		9,000
Airport Area West Water and Sewer Servicing	5,000						5,000
Water and Wastewater Infrastructure Capacity Study	3,000						3,000
Water Meter Renewals				16,000	23,000	38,000	77,000
Water Main Renewals	18,500	19,000	20,000	20,500	21,250	22,250	121,500

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
Customer Billing and Work Management Systems Upgrades Program	350	550	750	600	2,050		4,300
Application and Data Integration	350	400	565	515	320		2,150
Digital Enablement for Plant and Field Employees	750	750	500	500	250		2,750
Total Water	**33,715**	**35,900**	**37,565**	**48,515**	**53,820**	**79,100**	**288,615**
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	4,000	5,000	5,000	5,000	5,000	5,000	29,000
Arc Flash Hazard Analysis and Remediation	270	800	150				1,220
Lift Stations Upgrading	3,250	6,250	6,500	7,000	6,000	6,000	35,000
River Crossings Monitoring and Rehabilitation	3,500	730					4,230
Combined Sewer Overflow and Basement Flood Management Strategy	30,000	28,000	47,000	41,500	46,500	47,000	240,000
Southwest Interceptor	350		5,000	35,000	20,000	35,000	95,350
Environmental Standards Laboratory Facility Plan			530				530
Supervisory Control and Data Acquisition (SCADA) Upgrades for Collection System					500	500	1,000
Airport Area West Water and Sewer Servicing	16,000						16,000
Sewer Renewals	18,000	18,500	21,000	21,000	21,000	21,000	120,500
Water and Waste Department Business Intelligence	1,500	300	1,100	550	1,450		4,900
Customer Billing and Work Management Systems Upgrades Program	350	550	750	600	2,050		4,300
Digital Customer Solutions	350	350	715	715	300		2,430
Water and Waste Department Document Management System	250						250
Water and Waste Department Learning Management System			565				565
Total Wastewater	**77,820**	**60,480**	**88,685**	**114,365**	**112,300**	**114,500**	**568,150**
Land Drainage and Flood Control							
Planning, Property and Development							
Riverbank Stabilization - Physical Asset Protection	312						312
Water and Waste - Land Drainage Utility							
Flood Pumping Station Rehabilitation	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Land Drainage Sewers - Regional / Local Streets			100	100	100	100	400
Stormwater Retention Basin Upgrades	300		485			600	1,385
Outfall Rehabilitation	3,550	2,500	2,000	2,000	2,000	3,200	15,250
Land Drainage and Combined Sewers Outfall Gate Structures	2,800		1,900				4,700
Floodplain Management	550						550
Development Agreement Paybacks	600			1,200		1,000	2,800
Total Land Drainage and Flood Control	**9,112**	**3,500**	**5,485**	**4,300**	**3,100**	**5,900**	**31,397**
Solid Waste Collection and Disposal							
Water and Waste - Solid Waste Disposal System							
Brady Road Resource Management Facility - Cell Construction	750	1,800		500	2,800	1,000	6,850
Brady Road Resource Management Facility - Alternative Energy Project	2,500						2,500

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
Closed Landfill Site Improvement	100	100					200
Soil Fabrication for Landfill Cover	1,300	1,300	1,350	1,400	1,400	1,500	8,250
Brady Road Resource Management Facility - Landfill Gas Capture Expansion			1,000			1,400	2,400
Brady Road Resource Management Facility - Drainage and Roadways	770					610	1,380
Collections Management System	750	200					950
Total Solid Waste Collection and Disposal	6,170	3,400	2,350	1,900	4,200	4,510	22,530
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	126,817	103,730	134,085	169,080	173,420	204,010	911,142
PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT							
City Planning							
Planning, Property and Development							
Master Green Space & Natural Corridors Plan By-law	700						700
Total City Planning	700						700
Development Approvals, Building Permits and Inspections							
Planning, Property and Development							
Computer Automation			100			100	200
Digital Permitting	1,019						1,019
Total Development Approvals, Building Permits and Inspections	1,019		100			100	1,219
Heritage Conservation							
City Clerks							
Corporate Records Centre	100					200	300
Total Heritage Conservation	100					200	300
Property Asset Management - Municipal Accommodations							
Municipal Accommodations							
Health / Life Safety / Emergency Systems Refurbishment / City-wide Accessibility	2,804	1,333	2,660	943	2,236	2,311	12,287
Total Property Asset Management - Municipal Accommodations	2,804	1,333	2,660	943	2,236	2,311	12,287
Cemeteries							
Planning, Property and Development							
Cemeteries - Improvements	150				100	124	374
Total Cemeteries	150				100	124	374
TOTAL PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT	4,773	1,333	2,760	943	2,336	2,735	14,880

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
PROTECTION, COMMUNITY SERVICES AND PARKS							
Fire and Rescue Response							
Fire Paramedic Service							
Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation - First charge against the 2022 Capital Budget of up to $1.125 million (Council April 29, 2021)	**13,439**						**13,439**
Facility Optimization - Waverley West Station	**197**	**10,283**					**10,480**
Facility Optimization - Silver Heights Fire Paramedic Station Consolidation						**413**	**413**
Equipment Obsolescence	**3,647**	**850**	**999**	**816**	**6,659**	**2,994**	**15,965**
Station Capital Maintenance		**576**	**571**			**2,206**	**3,353**
Emergency Vehicle Pre-emption					**1,408**		**1,408**
Modular Mobile Station	**3,000**						**3,000**
Total Fire and Rescue Response	**20,283**	**11,709**	**1,570**	**816**	**8,067**	**5,613**	**48,058**
Recreation							
Community Services							
Recreational Facility Safety, Security and Accessibility Improvements Program	**125**	**150**	**279**	**190**	**308**	**175**	**1,227**
Fitness Equipment Upgrade Program	**200**	**310**	**320**	**330**	**340**	**350**	**1,850**
Recreation and Library Facility Investment Strategy - First charge against the 2022 Capital Budget of up to $300,000 of Land Dedication Reserve Fund allocation (Council December 16, 2020)	**16,700**	**16,600**					**33,300**
East of the Red RecPlex				**1,000**			**1,000**
Southeast Winnipeg New Community Centre and Library					**382**		**382**
Technology Advancement Program	**100**		**310**		**300**	**150**	**860**
Community Centre Renovation Grant Program (CCRGP)	**2,000**	**2,000**	**965**	**965**	**965**	**965**	**7,860**
Freight House Outdoor Pool Redevelopment						**1,623**	**1,623**
Spray Pad Development - Valour Community Centre	**1,500**						**1,500**
Spray Pad Development - Corydon Community Centre - Crescentwood	**965**						**965**
Spray Pad Development - Champlain Community Centre	**643**						**643**
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	**22,233**	**19,060**	**1,874**	**2,485**	**2,295**	**3,263**	**51,210**
Parks and Urban Forestry							
Public Works							
Regional Parks	**2,950**	**1,610**			**2,005**	**2,940**	**9,505**
Community and Neighbourhood Parks	**825**				**1,800**	**2,800**	**5,425**
Parks Buildings				**375**	**245**	**400**	**1,020**
Parks and Recreation Enhancement Program	**1,890**	**1,731**	**300**	**300**	**1,264**	**1,305**	**6,790**
Rainbow Stage		**1,500**	**1,500**				**3,000**

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
Urban Forest Renewal Program (formerly Reforestation - Improvements and Urban Forest Enhancement Program)	6,183	6,183	1,772	4,013	4,858	5,602	28,611
Insect Control Branch Equipment Renewal						900	900
Planning, Property and Development							
Developer Payback		100			100		200
Total Parks and Urban Forestry	11,848	11,124	3,572	4,688	10,272	13,947	55,451
Community Liveability							
Community Services							
Community Incentive Grant Program (CIGP)	1,000						1,000
Total Community Liveability	1,000						1,000
Libraries							
Community Services							
Library Facility Safety, Security and Accessibility Improvements Program	100		200		300	200	800
Library Refurbishment & Interior Infrastructure Program			650		450		1,100
Library Technology Upgrade and Replacement Program		325		350		375	1,050
Library Facility Redevelopment - West Kildonan Library	2,775						2,775
South Winnipeg Recreation Campus: Library and Site Development					1,500		1,500
Total Libraries	2,875	325	850	350	2,250	575	7,225
Arts, Entertainment and Culture							
Community Services							
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	5,400	5,400	5,400	5,400	5,400	5,400	32,400
Planning, Property and Development							
Public Art Strategy	125	125					250
Total Arts, Entertainment and Culture	5,525	5,525	5,400	5,400	5,400	5,400	32,650
TOTAL PROTECTION, COMMUNITY SERVICES AND PARKS	63,764	47,743	13,266	13,739	28,284	28,798	195,594
WINNIPEG POLICE BOARD							
Police Response							
Winnipeg Police Service							
Computer Assisted Dispatch Upgrade		375			410		785
911 Software Renewal (formerly 911 Renewal)					2,151		2,151
911 Hardware Renewal						309	309
Communication Sites Upgrade - Media Logger - First charge against the 2022 Capital Budget of up to $1.453 million (Council December 16, 2020)	1,453					1,736	3,189
Technology Upgrades - Information Systems			1,325	112			1,437
Building Security System Evergreening		159				421	580
Communication Sites - Radio Consoles/Batteries			575				575
Police Headquarters Information System Upgrades					2,435		2,435

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
Flight Operations Overhaul - First charge against the 2022 Capital Budget of up to $0.602 million (Council December 16, 2020)	602						602
In Car Computing				1,736	1,544		3,280
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment	792						792
911 Data Management and Analytics						1,138	1,138
Communication Sites Upgrade - Workstations						548	548
Pistol Replacement					1,487		1,487
E-Ticketing Hardware			375				375
Vehicle Inspections - Weigh Scale				250			250
Police Vehicle Operations - Facility Track Replacement	1,800	1,200					3,000
Technological Crime Infrastructure			380				380
Call Answer Software		1,000					1,000
Technical Surveillance Systems	400						400
Training Facility Study		300					300
Total Police Response	5,047	3,034	2,655	2,098	8,027	4,152	25,013
TOTAL WINNIPEG POLICE BOARD	5,047	3,034	2,655	2,098	8,027	4,152	25,013
INNOVATION AND ECONOMIC DEVELOPMENT							
Innovation, Transformation and Technology							
Innovation and Technology							
Innovation Strategy	107		200				307
Data Centre Sustainment (formerly Enterprise Computing Initiatives)	282			350			632
Network Products Evergreen (formerly Communications Network Infrastructure)	2,000		875	883	366	388	4,512
Printing Graphics & Mail Services Asset Renewal			170				170
Information Security Initiatives			602	586			1,188
Email, Teams, and Files (formerly Microsoft Office License Evergreen)	817						817
Microsoft Development Network Software Renewal	282			308			590
Geographic Information System Aerial Imagery Renewal Program			212				212
Intake Program			171				171
Server-Storage Evergreen (formerly Enterprise Computing Initiatives)	1,800	1,386	370	731	904	902	6,093
Desktop Office Suite (formerly Microsoft Office License Evergreen)			488				488
Total Innovation, Transformation and Technology	5,288	1,386	3,088	2,858	1,270	1,290	15,180
Economic Development							
Corporate Finance							
Economic Response and Recovery Plan: Revitalizing Downtown Strategy	10,000						10,000
Economic Response and Recovery Plan: Related Infrastructure Investments	10,000						10,000
Total Economic Development	20,000						20,000

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
Fleet Management Agency (SOA)							
Winnipeg Fleet Management Agency							
Shop Tools & Equipment Upgrades	**250**	**300**	**320**	**310**	**255**	**255**	**1,690**
Power Tools	**125**	**125**	**125**	**125**	**125**	**125**	**750**
Building Renovations	**748**	**457**	**761**	**342**	**197**	**197**	**2,702**
Fleet Asset Acquisitions	**15,670**	**15,670**	**15,670**	**15,670**	**15,670**	**15,670**	**94,020**
Fuel Site Upgrades and Improvements					**200**	**200**	**400**
Total Fleet Management Agency (SOA)	**16,793**	**16,552**	**16,876**	**16,447**	**16,447**	**16,447**	**99,562**
Parking Authority (SOA)							
Winnipeg Parking Authority							
Automated License Plate Recognition (ALPR) Program	**153**	**182**	**162**	**244**	**172**	**203**	**1,116**
Total Parking Authority (SOA)	**153**	**182**	**162**	**244**	**172**	**203**	**1,116**
TOTAL INNOVATION AND ECONOMIC DEVELOPMENT	**42,234**	**18,120**	**20,126**	**19,549**	**17,889**	**17,940**	**135,858**
EXECUTIVE POLICY							
Assessment, Taxation and Corporate							
Assessment and Taxation							
Assessment Automation	**497**		**250**	**312**	**350**	**245**	**1,654**
Total Assessment, Taxation and Corporate	**497**		**250**	**312**	**350**	**245**	**1,654**
Contact Centre - 311							
Customer Service and Communications							
311 Renewal		**100**			**107**	**104**	**311**
Total Contact Centre - 311		**100**			**107**	**104**	**311**
Council Services							
City Clerks							
Election Systems	**110**			**100**	**200**		**410**
Audio / Video Equipment Replacement		**100**				**100**	**200**
Total Council Services	**110**	**100**		**100**	**200**	**100**	**610**
TOTAL EXECUTIVE POLICY	**607**	**200**	**250**	**412**	**657**	**449**	**2,575**

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL ESTIMATE 2022	FORECAST 2023	2024	2025	2026	2027	6-YEAR TOTAL
Public Private Partnerships							
Public Works							
Disraeli Bridge and Overpass Facility	**13,225**	**13,325**	**13,337**	**13,395**	**13,455**	**13,520**	**80,257**
Charleswood Bridge	**1,478**	**1,478**	**1,478**				**4,434**
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	**7,382**	**7,429**	**7,476**	**7,525**	**7,575**	**7,626**	**45,013**
Winnipeg Police Service							
East District Police Station	**1,056**	**1,089**	**1,155**	**1,155**	**1,155**	**1,155**	**6,765**
Transit							
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	**13,335**	**13,522**	**13,826**	**13,949**	**14,312**	**13,974**	**82,918**
Annual Servicing Payments	**(36,476)**	**(36,843)**	**(37,272)**	**(36,024)**	**(36,497)**	**(36,275)**	**(219,387)**
Total Public Private Partnerships							
TOTAL CAPITAL PROGRAM - SERVICE BASED VIEW	**524,876**	**464,835**	**458,158**	**446,299**	**541,344**	**470,494**	**2,906,006**

Note:
The following project authorizations are net of interim financing from general capital fund repayments: Pedestrian and Cycling Program, Facility Optimization – St. Boniface Industrial Area and Windsor Park, and Sherbrook Pool.

Department Budget and Financing Sources

Department Budget

The following is a summary of the 2022 Capital Budget by Department. For a detailed listing of projects for each department see the Supplement to the 2022 Preliminary Budget.

CAPITAL PROJECT SUMMARY *(in Thousands of $)*	ADOPTED BUDGET 2021	PRELIMINARY BUDGET 2022	5-YEAR FORECAST 2023 - 2027	6-YEAR TOTAL 2022-2027
SUMMARY OF CAPITAL PROGRAM				
Public Works	175,584	193,141	893,944	1,087,085
Community Services	32,973	31,508	60,327	91,835
Winnipeg Police Service	4,990	5,047	19,966	25,013
Fire Paramedic Service	2,554	20,283	27,775	48,058
Planning, Property and Development	3,345	2,632	1,793	4,425
City Clerks	100	210	700	910
Corporate Finance		20,000		20,000
Innovation and Technology	3,938	5,288	9,892	15,180
Customer Service and Communication	100		311	311
Assessment and Taxation	587	597	2,349	2,946
Total Tax Supported	224,171	278,706	1,017,057	1,295,763
Municipal Accommodations	3,936	2,804	9,483	12,287
Transit	23,712	99,915	486,533	586,448
Total Tax Supported, Transit and Municipal Accommodations	251,819	381,425	1,513,073	1,894,498
Self-Supporting Utilities				
Waterworks System	33,020	33,715	254,900	288,615
Sewage Disposal System	76,270	77,820	490,330	568,150
Solid Waste Disposal System	2,550	6,170	16,810	22,980
Land Drainage and Flood Control	4,410	8,800	22,285	31,085
Total Self-Supporting Utilities	116,250	126,505	784,325	910,830
Special Operating Agencies				
Winnipeg Fleet Management Agency	18,237	16,793	82,769	99,562
Winnipeg Parking Authority	123	153	963	1,116
Total Special Operating Agencies	18,360	16,946	83,732	100,678
TOTAL CAPITAL PROGRAM	386,429	524,876	2,381,130	2,906,006
Rebudget Amounts	(2,621)	(14,621)	(5,058)	(19,679)
Net Capital Investment	383,808	510,255	2,376,072	2,886,327

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 six-year capital program from a number of sources. A summary of financing sources is noted below. See the Supplement to the 2022 Preliminary Budget for a summary of projects by Department, including their financing sources.

Appendix 6

CAPITAL PROJECT SUMMARY *(in Thousands of $)*	ADOPTED BUDGET 2021	PRELIMINARY BUDGET 2022	5-YEAR FORECAST 2023 - 2027	6-YEAR TOTAL 2022-2027
SUMMARY OF FINANCING SOURCES				
Cash to Capital	**5,688**	**3,079**	**83,423**	**86,502**
Frontage Levy	**10,000**	**10,000**	**50,000**	**60,000**
Public Private Partnership Annual Service / Financing Payments	**(37,761)**	**(36,476)**	**(182,911)**	**(219,387)**
Reserves:				
- Transit Bus Replacement			**37,393**	**37,393**
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	**14,720**	**13,335**	**69,583**	**82,918**
- Water Meter Renewal			**77,000**	**77,000**
- Water Main Renewal	**18,000**	**18,500**	**103,000**	**121,500**
- Sewer System Rehabilitation	**17,500**	**18,000**	**102,500**	**120,500**
- Environmental Projects	**32,000**	**30,000**	**210,000**	**240,000**
- Landfill Rehabilitation	**1,350**	**1,400**	**7,050**	**8,450**
- Waste Diversion		**250**	**650**	**900**
- Financial Stabilization	**1,035**	**1,035**	**1,035**	**2,070**
- Permit	**1,947**	**1,019**		**1,019**
- Land Operating	**3,611**	**2,269**	**7,125**	**9,394**
- Contributions in Lieu of Land Dedication (Land Dedication Reserve)		**708**		**708**
- Local Street Renewal	**45,430**	**45,552**	**432,448**	**478,000**
- Regional Street Renewal	**41,538**	**41,588**	**270,290**	**311,878**
Interim Financing / (Repayment)	**(1,110)**	**129**	**(600)**	**(471)**
Contributions from Other Levels of Government:				
- Canada Community-Building Fund (formerly Federal Gas Tax)	**51,631**	**85,951**	**253,581**	**339,532**
- Federal New Building Canada Fund	**26,000**	**24,000**	**13,000**	**37,000**
- Veterans Affairs Canada	**700**	**150**		**150**
- Investing in Canada's Infrastructure Program (Federal Government)		**32,505**	**160,748**	**193,253**
- Investing in Canada's Infrastructure Program (Provincial Government)		**21,110**	**127,087**	**148,197**
- Province of Manitoba Strategic Infrastructure Funding	**29,800**	**30,100**	**30,000**	**60,100**
- Province of Manitoba Accelerated Regional Roads	**29,100**	**29,100**	**9,800**	**38,900**
- Shared Health Capital Grant	**994**	**721**	**3,673**	**4,394**
- Funding from Other Municipalities		**2,209**		**2,209**
Other Funders:				
- Developer Funding / Developer Capacity Charges	**988**		**2,200**	**2,200**
- Future Services Account	**200**	**200**	**1,000**	**1,200**
- Sponsorship / Sponsor Winnipeg	**48**	**48**		**48**
Retained Earnings - Transit	**1,500**	**1,615**	**2,400**	**4,015**
Retained Earnings - Self-supporting Utilities	**42,190**	**36,005**	**261,840**	**297,845**
Accumulated Surplus (Retained Earnings) - Special Operating Agencies	**2,690**	**1,276**	**5,382**	**6,658**
Transfer from Sewage Disposal System Fund	**3,610**	**8,800**	**20,085**	**28,885**
External Debt	**23,239**	**62,445**	**134,918**	**197,363**
External Debt - Fleet	**15,670**	**15,670**	**78,350**	**94,020**
Internal Financing	**1,500**	**7,962**	**4,022**	**11,984**
Transfers from Other Capital Accounts	**2,621**	**14,621**	**5,058**	**19,679**
TOTAL FINANCING SOURCES	**386,429**	**524,876**	**2,381,130**	**2,906,006**

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 2022 Adopted 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. Incremental operating costs starting in 2024 have not yet been reviewed by Council and are subject to change during future budget processes.

Department/Utility/Special Operating Agency	Incremental Operating Costs					
	2022	2023	2024	2025	2026	2027
	(in $000s)					
Public Works	1,895	2,519	5,913	7,488	8,515	7,676
Community Services	106	283	1,419	3,422	2,872	2,910
Winnipeg Police Service	1,599	2,301	5,227	4,780	7,209	7,076
Fire Paramedic Service	377	1,059	1,364	1,442	2,143	3,023
Property, Planning and Development	60	151	520	485	610	491
City Clerks	23	57	68	168	268	254
Corporate Finance	58	116	116	116	116	116
Innovation and Technology	145	438	2,240	2,607	3,179	3,132
Customer Service and Communications	-	11	22	22	129	126
Assessment and Taxation	45	108	376	542	539	392
Total Tax Supported	4,308	7,043	17,265	21,072	25,580	25,196
Municipal Accommodations	47	136	177	648	1,295	1,333
Transit	1,063	1,697	14,582	12,991	11,995	13,248
Total Tax Supported, Transit and Muncipal Accommodations	5,418	8,876	32,024	34,711	38,870	39,777
Self-Supporting Utilities						
Waterworks Systems	-	29	957	1,073	1,155	1,246
Sewage Disposal System	-	29	2,393	2,746	2,987	3,272
Solid Waste Disposal System	91	145	126	126	126	125
Total Self-Supporting Utilities	91	203	3,476	3,945	4,268	4,643
Special Operating Agencies						
Winnipeg Fleet Management Agency	202	611	1,041	1,456	1,818	2,118
Total Special Operating Agencies	202	611	1,041	1,456	1,818	2,118
TOTAL CITY	5,711	9,690	36,541	40,112	44,956	46,538

2022 Consolidated Budget

(in thousands of dollars)	2022	2021	Change
Revenues			
Taxation	$ 827,552	$ 801,244	$ 26,308
Sale of services and regulatory fees	624,923	581,152	43,771
Government transfers	216,315	214,019	2,296
Investment income	31,362	33,426	(2,064)
Land sales and other revenue	19,472	23,970	(4,498)
Total Revenues	**1,719,624**	**1,653,811**	**65,813**
Expenses			
Protection and community services	598,400	582,837	15,563
Utility operations	513,342	498,676	14,666
Public works	345,723	339,696	6,027
Property and development	151,955	154,601	(2,646)
Finance and administration	95,661	88,905	6,756
Civic corporations	61,801	62,085	(284)
General government	13,064	8,843	4,221
Total Expenses	**1,779,946**	**1,735,643**	**44,303**
Deficiency Revenues Over Expenses Before Other	**(60,322)**	**(81,832)**	**21,510**
Other			
Government transfers related to capital	132,249	87,114	45,135
Developer contributions-in-kind related to capital	70,670	78,870	(8,200)
Other capital contributions	5,800	6,100	(300)
	208,719	**172,084**	**36,635**
Excess Revenues Over Expenses	**$ 148,397**	**$ 90,252**	**$ 58,145**

Some of the consolidation entries for the Budget are derived from the audited financial statements. As such, some figures may be subject to change as better information becomes available.

Appendix 7

2022 Consolidated Budget Reconciliation

(in thousands of dollars)	Preliminary Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 843,944	$ (16,392)	$ 827,552
Sale of services and regulatory fees	667,449	(42,526)	624,923
Government transfers	213,361	2,954	216,315
Land sales and other revenue	529,143	(509,671)	19,472
Investment income	30,896	466	31,362
Total Revenues	**2,284,793**	**(565,169)**	**1,719,624**
Expenses			
Protection and community services	665,315	(66,915)	598,400
Utility operations	743,764	(230,422)	513,342
Public works	444,329	(98,606)	345,723
Property and development	180,436	(28,481)	151,955
Finance and administration	184,868	(89,207)	95,661
Civic corporations	-	61,801	61,801
General government	107,865	(94,801)	13,064
Total Expenses	**2,326,577**	**(546,631)**	**1,779,946**
(Deficiency) Revenues Over Expenses Before Other	**(41,784)**	**(18,538)**	**(60,322)**
Other			
Government transfers related to capital			
Province of Manitoba	-	36,549	36,549
Canada Community-Building Fund	46,414	-	46,414
Other capital funding	-	49,286	49,286
Total government transfers related to capital	46,414	85,835	132,249
Developer contributions-in-kind related to capital	-	70,670	70,670
Other capital contributions	-	5,800	5,800
	46,414	**162,305**	**208,719**
Excess/(Deficiency) Revenues Over Expenses	**$ 4,630**	**$ 143,767**	**$ 148,397**

* The Preliminary Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,194,554	1,194,554	-
- Utilities	698,593	732,119	(33,526)
- Special Operating Agencies	74,840	74,157	683
- Reserves	363,220	325,747	37,473
Total	2,331,207	2,326,577	4,630

Appendix 7

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

Revenues	
1. Eliminate inter-fund transfers	(652,588)
2. Eliminate fleet charges paid by City entities	(44,919)
3. Eliminate grants to Civic Corporations	(20,018)
4. Eliminate property taxes paid by City entities	(17,772)
5. Eliminate water revenue paid by City entities	(3,147)
6. Eliminate general government charges	(3,813)
7. Include capital related revenue not included in the Other category	134,007
8. Include revenue for Civic Corporations	42,155
9. Other	926
	(565,169)
Expenses	
1. Eliminate inter-fund transfers	(880,423)
2. Eliminate fleet charges paid by City entities	(44,919)
3. Eliminate grants paid to Civic Corporations	(26,647)
4. Eliminate property taxes paid by City entities	(17,772)
5. Eliminate water expense paid by City entities	(3,147)
6. Eliminate general government charges	(3,813)
7. Include capital expenses	355,986
8. Include expenses for Civic Corporations	45,896
9. Increase in liability for environmental issues, vacation and workers' compensation	10,136
10. Include amortization for Civic Corporations	15,109
11. Other	2,963
	(546,631)
Other	
Include estimates for revenue related to capital funding from government and developers	162,305

Appendix 7

Consolidated Budget
Statement of Change in Net Financial Liabilities

(For the year ended December 31 in thousands of dollars)	2022	2021	Change
Excess Revenues Over Expenses	**$ 148,397**	**$ 90,252**	**$ 58,145**
Amortization of tangible capital assets	280,017	285,215	(5,198)
Proceeds on disposal of tangible capital assets	6,250	5,277	973
Loss on sale of tangible capital assets	1,209	1,959	(750)
Change in inventories, prepaid expenses and deferred charges	1,790	1,146	644
Tangible capital assets received as contributions	(70,670)	(78,870)	8,200
Acquisition of tangible capital assets	(472,884)	(476,035)	3,151
Decrease in Net Financial Assets	**(105,891)**	**(171,056)**	**65,165**
Net Financial Liabilities, Beginning of Year	(1,021,998)	(850,942)	(171,056)
Net Financial Liabilities, End of Year	**$ (1,127,889)**	**$ (1,021,998)**	**$ (105,891)**

Performance Report Redesign – Pilot Project

As outlined in the discussion on OurWinnipeg 2045, in anticipation of the approval of this new planning document, a revised methodology of presenting the service based budget information and performance measures was prepared by six service areas as a pilot project. The following pages present the information for the six service areas in this revised format. Of note is the addition of a clear linkage of measures to identified goals and the presentation of targets for those measures. These changes are in line with best practices in municipal performance reporting.

It is anticipated that this revised format for the presentation of service based budget information will be applied to all service areas for the 2023 budget cycle. Note that, given the impact of the COVID-19 pandemic on municipal services, the targets are currently estimates based on pre-pandemic service levels and will be refined as municipal operations return to 'normal' service levels.

Service areas included:

Infrastructure Renewal and Public Works	• City Beautification
Water and Waste, Riverbank Management and the Environment	• Recycling and Waste Diversion
Protection, Community Services, and Parks	• Libraries
Innovation and Economic Development	• Innovation, Transformation and Technology
Executive Policy Committee	• Organization Support Services (OSS) • Indigenous Relations (part of OSS) • Contact Centre - 311

Appendix 8

City Beautification

Description

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

Our Winnipeg:

Environmental Resilience (*ER*) | Social Equity (*SE*) | Economic Prosperity (*EP*) | Good Health and Well-Being (*HW*) | City Building (*CB*)

Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
Maintain and enhance streetscaping on image routes and social gathering spaces through the provision of public art and floral displays [A].					
Flower beds (raised/fixed/in-ground - not including shrubs) m2 [B][C]	24,998	25,334	26,948	26,948	26,948
Number of flower planters [B][C]	1,276	1,390	1,631	1,631	1,631
Number of hanging baskets [B]	37	37	31	31	31
Number of public art projects completed [D]	11	8	6	6	6
Beautify the city through enhanced street sweeping and other clean and green initiatives [A].					
Tonnes of abrasives removed from right of way [E]	21,516	22,384	31,853	25,251	25,251
Average number of days per cycle to sweep all regional/Active Transportation street inventory (summer program)	7	7	7	7	7
Percentage of regional and collector boulevard inventory swept per year	-	-	71%	71%	71%
Cost per lane km of street sweeping	$1,140	$985	$830	$985	$985
Ensure parks, streets and pathways are free of litter by fostering community pride and stewardship in the cleanliness of our City, educating on waste reduction, and building partnerships to enhance current litter collection efforts [A].					
Number of community clean-up & Adopt-A-Park projects	43	44	46	44	44
Number of service requests related to overflowing bins	490	457	285	411	411
Number of garbage and recycling bins per hectare in parks [F]	n/a	n/a	1.2	1.2	1.2
Number of garbage and recycling bins per km of pathway [F]	n/a	n/a	3.9	3.9	3.9
Cost per hectare for manual litter collection	$786	$791	$321	$321	$321
Citizen satisfaction with City's efforts in keeping the City clean and beautiful [G]	71%	76%	73%	65%	65%
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. [A]					
Number of graffiti tags removed	20,056	20,351	22,213	20,873	20,873
Graffiti removed (m2)	45,187	49,651	52,310	49,049	49,049
Number of graffiti sites treated	6,485	7,691	7,256	7,144	7,144
Cost per graffiti removal incident	$135	$121	$122	$126	$126

Notes:

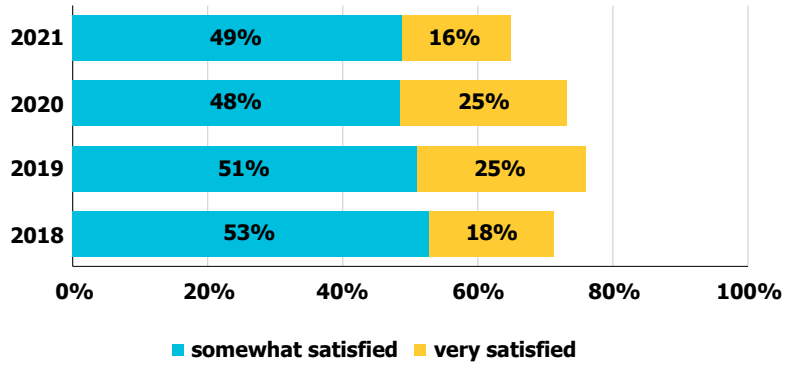
[A] The service goal aligns to multiple OurWinnipeg goals.
[B] Inventory excludes Assiniboine Park.
[C] Adjustments to query methodology in 2020 has resulted in an increase in reported values.
[D] Source: Winnipeg Arts Council.
[E] Increase in 2020 is a result of a reduction in snow removal/hauling (residual abrasives left behind on boulevard).
[F] New measure for 2020; data for prior years is not available.
[G] Refer to additional data in the next page.

City Beautification

Performance Measurements

Effectiveness Measurements

Citizen satisfaction with City's efforts in keeping the City clean and beautiful



	2018	2019	2020	2021
Total Satisfied	71%	76%	73%	65%

Source: City of Winnipeg Annual Citizen Survey

65% of citizens are either somewhat satisfied or very satisfied with the City's efforts in keeping Winnipeg clean and beautiful in 2021, a decrease from 73% in 2020.

Appendix 8

Recycling and Waste Diversion

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.

Our Winnipeg:

Environmental Resilience (*ER*)

Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
Advance Winnipeg's circular economy to support waste reduction.					
Number of dwelling units served	303,515	307,126	311,384	314,120	316,880
Average weight of residential recycling per capita (kg) [A]	68.6	66.6	66.5	66	66
Total yard waste composted (tonnes)	33,041	31,525	37,252	32,280	32,280
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	9,821	11,624	16,677	10,720	10,810
Percentage of residential solid waste diverted from landfills (2019) [C]	33.0%	31.9%	30.4%	31%	31%
Tonnes of residential solid waste diverted per household (2019) [C]	0.31	0.30	0.29	0.30	0.30
To collect and process a minimum of 52,000 tonnes of recyclable material.					
Weight of residential recycling material collected (tonnes)	52,553	50,856	51,011	51,460	52,000
Improve and sustain performance of the waste reduction and diversion system.					
Citizen Satisfaction with Recycling [C]	85%	83%	88%	84%	85%
Recycling Service Deficiencies per 10,000 Collections	1.40	0.70	0.70	0.70	0.70
Operating Cost for Solid Waste Diversion per Tonne - All Property Classes (2019) [C]	$ 350.47	$ 367.75	$ 350.67	$ 380.00	$ 387.60

Notes:

[A] 2020 reporting includes average weight of residential recycling per capita. Prior years restated from average weight of residential recycling per household for comparative purposes.

[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. The increase in 2020 is likely attributed to the COVID-19 pandemic.

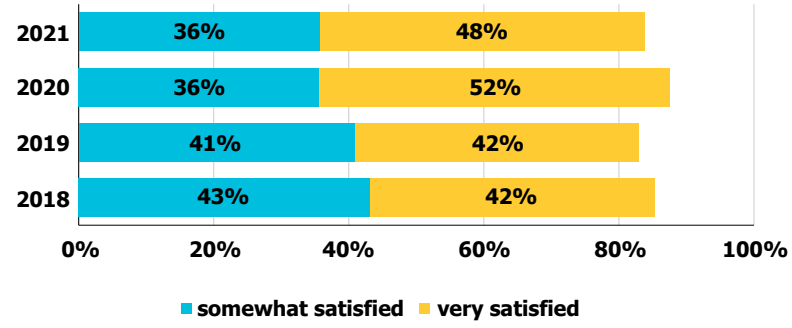
[C] Refer to benchmarking (2019) / comparison data in the next page.

Recycling and Waste Diversion

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Recycling

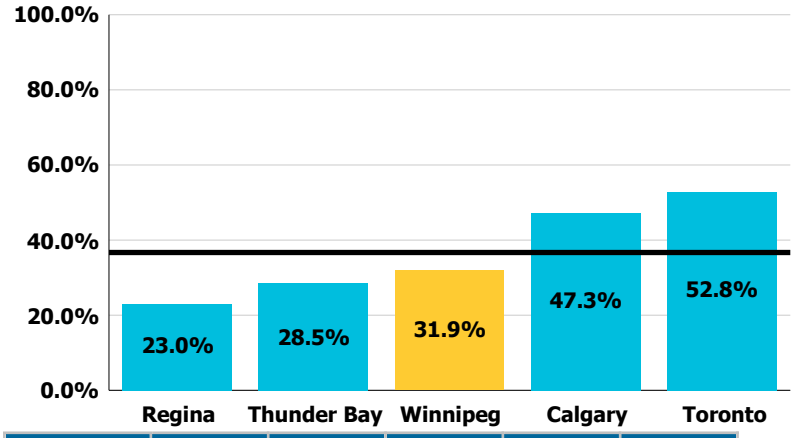


Citizen satisfaction with recycling services provided remains high.

	2018	2019	2020	2021
Total Satisfied	85%	83%	88%	84%

Source: City of Winnipeg Annual Citizen Survey

Percentage of Residential Solid Waste Diverted From Landfills (2019)



Winnipeg has the third highest percentage of solid waste diverted from landfills among the cities being compared. Solid waste diverted includes residential recycling material and yard waste. Winnipeg's percentage of residential solid waste diverted from landfills is comparable to the average (36.7%).

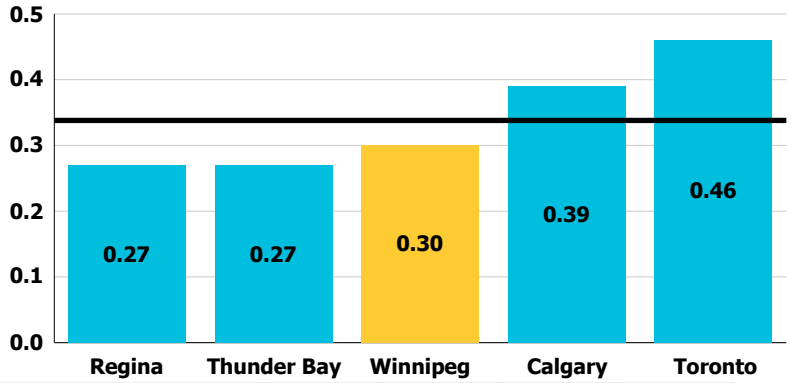
	2015	2016	2017	2018	2019
Wpg. Trend	34.3%	34.9%	32.9%	33.0%	31.9%

Source: Municipal Benchmarking Network Canada (SWST105)

Appendix 8

Recycling and Waste Diversion

Tonnes of Residential Solid Waste Diverted per Household (2019)



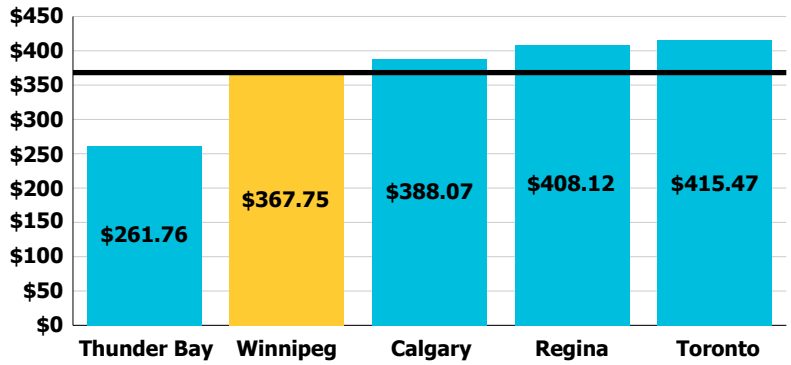
	2015	2016	2017	2018	2019
Wpg. Trend	0.32	0.32	0.27	0.31	0.30

Source: Municipal Benchmarking Network Canada (SWST235)

Winnipeg continues to see a steady rate of tonnes diverted. Winnipeg's tonnes of residential solid waste diverted per household is comparable to the average (0.34).

Efficiency Measurement

Operating Cost for Solid Waste Diversion per Tonne - All Property Classes (2019)



	2015	2016	2017	2018	2019
Wpg. Trend	$217.20	$246.35	$287.12	$350.47	$367.75

Source: Municipal Benchmarking Network Canada (SWST330)

Winnipeg's operating costs are the second lowest among the cities being compared. Winnipeg's cost is comparable with the average ($368.23).

Libraries

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.

Our Winnipeg:

City Building *(CB)* | Good Health and Well-Being *(HW)* | Social Equity *(SE)*

Performance Reporting

Service Goal / Measure Description	2018	2019	2020 [A]	2021 Target	2022 Target
Invest in more programs and services that advance digital literacy.					
Annual Library Uses per Capita - Electronic [B] [C]	17.9	22.6	16.0	16.0	20.3
Operating Cost of Library Services per Capita [B] [C]	41.83	43.16	36.82	36.82	42.50
Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.					
Number of Programs (Children/Youth) [B]	2,487	2,530	1,098	1,098	2,509
Number of Attendees at Programs (Children/Youth) [B]	69,743	70,210	15,936	15,936	69,977
Adjust open hours of library branches to encourage new library users to visit and to be more convenient.					
Number of Annual In-person Visits [B]	2,832,351	2,418,558	804,183	804,183	2,625,455
Number of Computer Bookings [B]	313,010	266,914	54,542	54,542	289,962
Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.					
Number of Items Circulated	4,879,201	5,006,407	2,881,774	2,881,774	4,942,804
Number of Library Material Holdings	1,290,385	1,278,273	1,233,040	1,233,040	1,284,329
Annual Library Uses per Capita - Non-Electronic [B] [C]	10.4	9.9	3.0	3.0	10.2
Material Expenditures per Capita - General [B] [C]	$3.23	$2.99	$2.36	$2.36	$3.11
Material Expenditures per Capita - Electronic [B] [C]	$1.10	$1.27	$2.01	$2.01	$1.19
Increase awareness of the library and its benefits through expanded promotion of programs/services.					
Number of Information Questions Answered	231,896	267,951	97,488	97,488	249,924
Number of Programs (All ages) [B]	3,603	3,886	1,131	1,131	3,745
Number of Attendees at Programs (All ages) [B]	95,272	101,371	28,465	28,465	98,322
Annual Program Attendance per Capita [B] [C]	0.13	0.13	0.04	0.04	0.13

Libraries

Performance Reporting

Service Goal / Measure Description	2018	2019	2020 [A]	2021 Target	2022 Target
Expand the impact of the library beyond branches through community outreach and digital services.					
Number of Visits to Library Website	11,596,929	14,964,147	10,101,549	10,101,549	13,280,538

Notes:

[A] For 2020, services were significantly impacted by COVID-19 pandemic-related closures. Library branches were closed starting March 14, 2020 and after that date reopened and closed as public health orders permitted. For the remainder of 2020, limited contactless pickup was in place for approximately four months, in person browsing for approximately two months, and in-person programming was not offered.

[B] This measure also demonstrates progress in achievement of other goals.

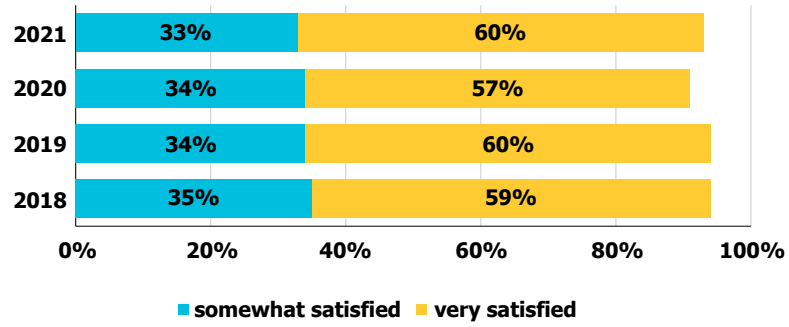
[C] Refer to benchmarking (2019) / comparison data on the following pages.

Libraries

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Libraries (respondents who used libraries)

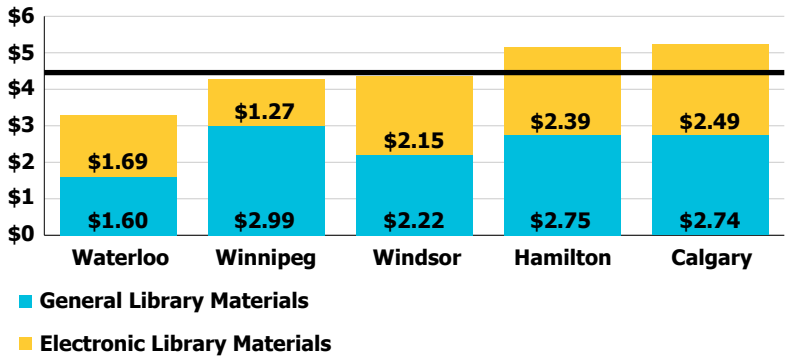


Citizen satisfaction remains very high for library services. Satisfaction was 93% in 2021.

	2018	2019	2020	2021
Total Satisfied	94%	94%	91%	93%

Source: City of Winnipeg Annual Citizen Survey

Material Expenditures per Capita (2019)

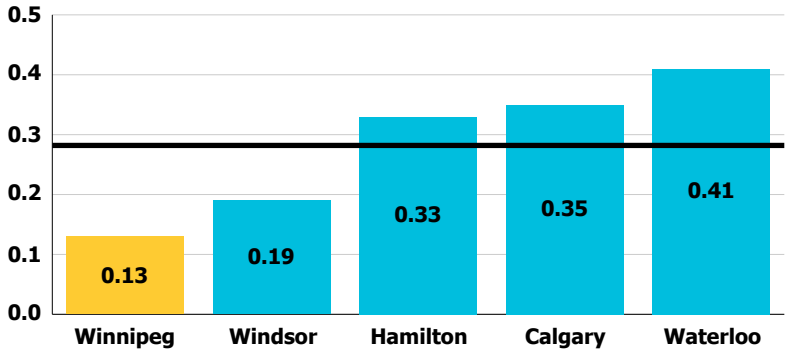


The average combined general and electronic library materials expenditures for the comparable cities reported is $4.46.

Wpg. Trend	2015	2016	2017	2018	2019
General Library Materials	$3.09	$2.98	$3.21	$3.23	$2.99
Electronic Library Materials	$1.62	$1.49	$1.19	$1.10	$1.27

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

Annual Program Attendance per Capita (2019)



The average program attendance per capita for the comparable cities reported is 0.28.

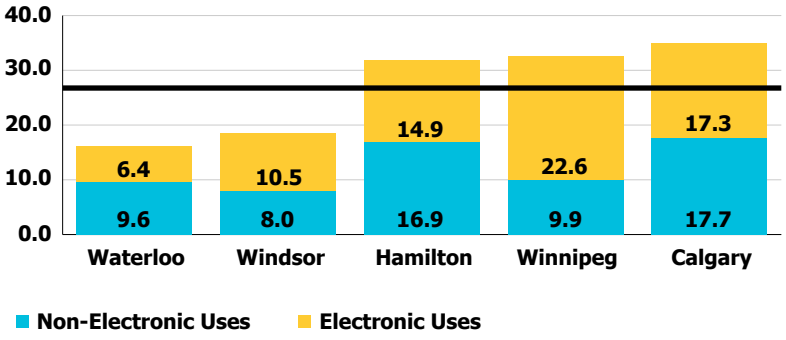
	2015	2016	2017	2018	2019
Wpg. Trend	0.14	0.14	0.13	0.13	0.13

Source: Municipal Benchmarking Network Canada (PLIB115)

Appendix 8

Libraries

Annual Library Uses per Capita (2019)



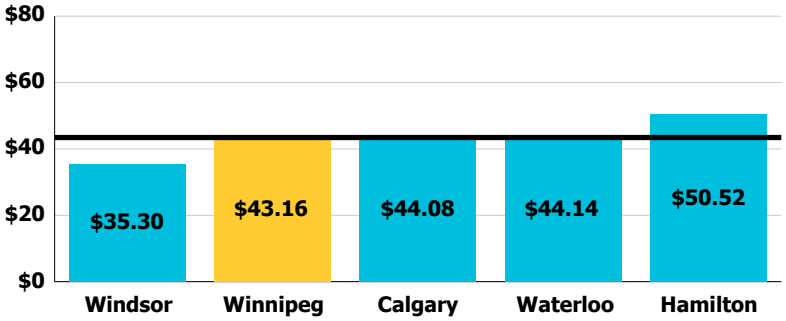
The average combined electronic and non-electronic library uses per capita for the comparable cities reported is 26.8.

Wpg. Trend	2015	2016	2017	2018	2019
Electronic Uses	21.10	22.40	18.10	17.90	22.60
Non-Electronic Uses	12.20	11.80	11.00	10.40	9.90

Source: Municipal Benchmarking Network Canada (PLIB106, PLIB107)

Efficiency Measurements

Operating Cost of Library Services per Capita (2019)



	2015	2016	2017	2018	2019
Wpg. Trend	$40.40	$41.44	$40.90	$41.83	$43.16

Source: Municipal Benchmarking Network Canada (PLIB221)

Operating costs include facility costs (market value rent for city-owned properties, leased costs for third party-owned properties, and basic maintenance for library facilities, such as utilities, janitorial, snow removal, and basic tenant improvements, to provide a given level of service). Facility costs are still incurred while branches are closed for refurbishment or renovations.

The average of the comparable cities reported is $43.44. Winnipeg continues to offer one of the most cost-effective library services in Canada.

Innovation, Transformation and Technology

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.

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

Our Winnipeg:

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
Enable a culture of innovation and learning in customer service delivery across the City.					
Number of Innovation ideas received [A]	52	30	42	35	50
Number of Innovation projects initiated [A]	19	10	8	7	15
Empower our people to continually improve services and processes through data-driven decisions and responsive technology platforms.					
Return on Investment attained on Innovation projects [B]	$ 562,000	$1.3 million	$1.5 million	$2.0 million	$2.1 million
Communicate service outcomes and activity to the public with transparency, accuracy, and timeliness in support of our commitment to open government.					
Number of Open Data Datasets	126	141	164	179	194
Number of visitor sessions to municipal website per capita [C]	12.18	12.56	11.03	12.00	12.00
Collaborate across the City and with partners to maintain high satisfaction with innovation and technology services.					
Cumulative number of City Staff in Innovation network	20	100	175	225	300
City Department's Satisfaction with Services - Client Survey [C]	97%	94%	90%	92%	94%
Manage information and technology risks to maintain and create public value through the services the City provides.					
Infrastructure condition	B-	B-	B-	B-	B-

Notes:

[A] In 2018 the number is a combined Innovation Capital Fund (ICF) and Innovation Strategy Program (Innovation and Technology).

[B] Included Enterprise Mobility Management anticipated return on investment of $500,000 beginning in 2021 target.

[C] Refer to benchmarking (2019) / comparison data in the next page.

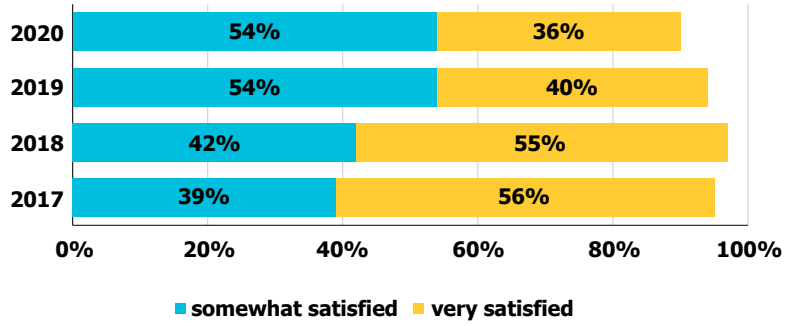
Appendix 8

Innovation, Transformation and Technology

Performance Measurements

Effectiveness Measurements

City Department's Satisfaction with Services (2020)

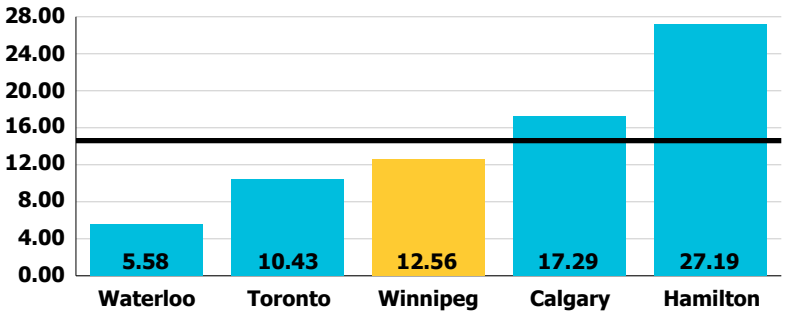


Client satisfaction continues to remain high based on ongoing survey results.

	2016	2017	2018	2019	2020
Total Satisfied	95%	95%	97%	94%	90%

Source: Innovation, Transformation and Technology Client Survey

Number of Visitor Sessions to Municipal Website per Capita (2019)



Winnipeg has one of the highest levels of website usage indicating the citizens are eager to engage digitally for services. Winnipeg's number of visitor sessions are comparable with the average (14.61).

2018 and 2019 results lower due to refining the measurement approach, eliminating non-human (bot) visits.

	2015	2016	2017	2018	2019
Wpg. Trend	17.34	17.66	18.47	12.18	12.56

Source: Municipal Benchmarking Network of Canada (INTN105)

Organizational Support Services

Description

Organizational Support Services supports departments in the delivery of services to Winnipeg residents. It provides financial, human resource, legal, infrastructure planning, economic development & analysis, strategic planning, and other specialized & professional support. Organizational Support Services integrates with departments using a shared-services model to deliver technical expertise and support across the public service.

Our Winnipeg:



Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
To measure and increase employee engagement across the organization.					
Engagement Survey Response Rate	N/A	N/A	N/A	N/A	>75%
Percentage of Employees Actively Engaged	N/A	N/A	N/A	N/A	>80%
Permanent Voluntary Employee Turnover Rate (2019)	7.2%	7.8%	5.7%	<10%	<10%
To stregthen financial management & accountability across the organization.					
Organizational Support Services Expenditure Ratio	1.6%	1.7%	1.9%	<5%	<5%
Value-Added Audit Implementation Rate	66.0%	62.0%	70.0%	90.0%	90.0%
See other measures that demonstrate progress against this goal in the next pages.					
To increase diversity, inclusion & employment equity across the organization.					
Perecent of Employees Self-Identifying as:					
Women [A]	29.9%	30.0%	29.3%	50.0%	50.0%
Indigenous [A]	9.7%	10.2%	10.7%	12.0%	12.0%
Persons with Disabilities [A]	2.7%	2.8%	2.9%	9.0%	9.0%
Racialized People [A]	14.9%	15.8%	16.2%	13.0%	13.0%
Perecent of Senior Managers Self-Identifying as:					
Women [A]	N/A	24.2%	21.8%	50.0%	50.0%
Indigenous [A]	N/A	0.0%	3.1%	12.0%	12.0%
Persons with Disabilities [A]	N/A	0.0%	0.0%	9.0%	9.0%
Racialized People [A]	N/A	6.0%	6.2%	13.0%	13.0%
To improve workplace safety & health across the organization.					
Number of Departments SafeWork Certified	N/A	N/A	4	4	5
Organizational Lost Time Injury Rate	7.4%	7.9%	8.2%	8.6%	9.0%
Organizational Lost Time Injury Severity Rate (hours lost)	1,182	1,060	1,348	1,281	1,217
Workers Compensation Board related costs (in millions)	$10.6	$9.6	$11.8	$11.2	$10.6

Notes:

[A] Annually, an increase is targetted toward each respective diversity outcome. For example, the diversity target for employees self-identifying as women is ultimately 50%, but the target in 2021 and 2022 is an increase of any value toward that outcome.

Appendix 8

Organizational Support Services

Indigenous Relations

The Division establishes and maintains meaningful relationships and partnerships with and between Indigenous peoples, communities, and governments to assist the City of Winnipeg in our commitments to reconciliation.

Our Winnipeg:

Leadership and Good Governance (*LG*)

Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
Support the City of Winnipeg to achieve transformative change in its journey of reconciliation through the Winnipeg Indigenous Accord, Welcoming Winnipeg: Reconciling our History, OurWinnipeg 2045, Truth and Reconciliation Commission (TRC) Calls to Action, Missing and Murdered Indigenous Women, Girls and Two-Spirit Calls for Justice, and Oshki Annishinabe Nigaaniwak, the City's Indigenous Youth Strategy.					
Number of internal requests for support [C]	38	47	109	N/A	N/A
Number of external requests for support [C]	72	62	67	N/A	N/A
Number of staff who participated in education and awareness opportunities [A]	5,546	2,345	489	489	489
Promote and achieve understanding, trust, respect and reconciliation between the City of Winnipeg, Indigenous peoples, rightsholders, communities and partners through dialogue and collaborative decision-making.					
Number of external youth participants	204	279	262	262	262
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens	40	30	24	24	24
Number of Accord partners (cumulative)	135	166	187	187	187
Number of external attendees at IRD Events [B]	n/a	285	159	159	159
Embed Indigenous knowledge, protocols, and rights within the City of Winnipeg in the spirit of truth, reconciliation and collaboration.					
Number of policy, process, system or physical changes	9	1	2	2	2
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	34	29	40	40	40

Notes:

[A] Achieved goal of providing mandatory Indigenous Awareness Training to all Public Service staff in 3 years; COVID-19 impacted education and awareness opportunities in 2020.

[B] This number is an estimate.

[C] Not applicable as results will vary each year, and will be dependent on incoming requests.

Organizational Performance Measurements

Benchmarking

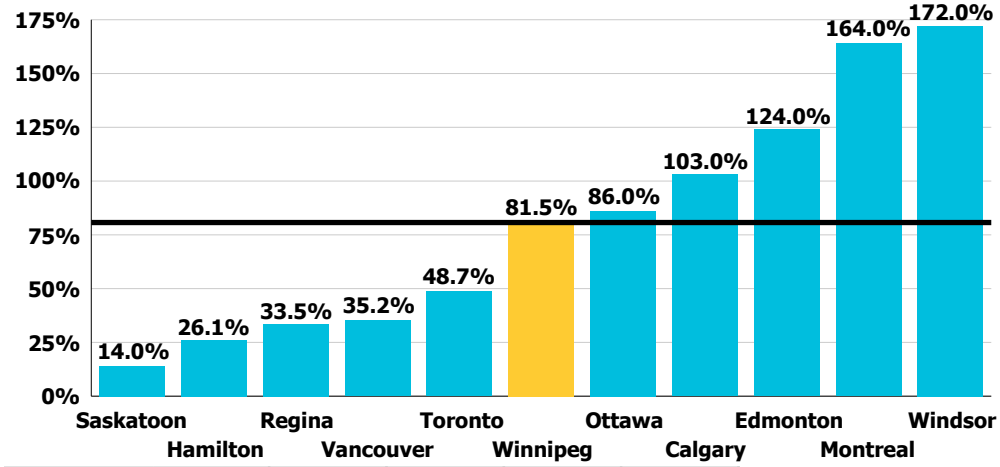
Credit Ratings - City Comparison (2020)

City	Moody's	Standard & Poor's
Ottawa	Aaa	AA
Calgary	no rating	AA+
Edmonton	no rating	AA
Vancouver	Aaa	AAA
Toronto	Aa1	AA
Winnipeg	**Aa2**	**AA**
Hamilton	no rating	AA+
Montreal	Aa2	AA-

Winnipeg's credit rating is similar to other Canadian cities.

Source: Compiled by the City of Winnipeg from rating agency information.

Direct Debt as a Percent of Operating Revenues - City Comparison (2019)



Winnipeg's direct debt as a percentage of operating revenues is slightly above average (80.7%) when compared to other major Canadian cities.

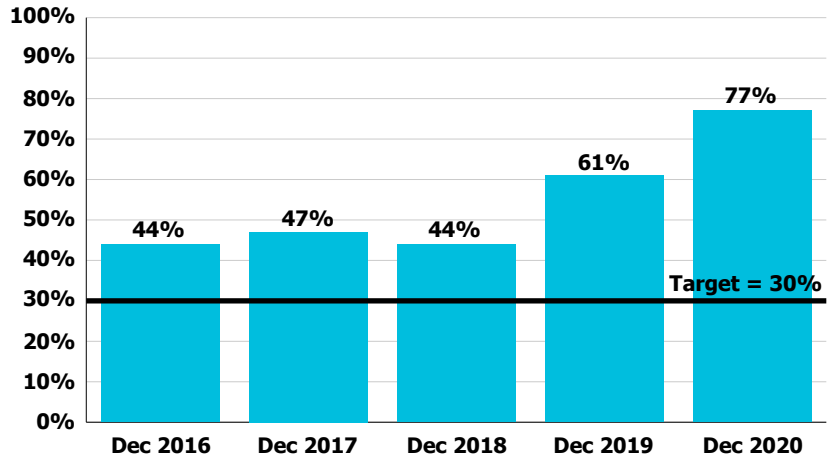
	2015	2016	2017	2018	2019
Wpg. Trend	69.0%	70.0%	66.1%	64.5%	81.5%

Source: Standard & Poor's

Appendix 8

Organizational Performance Measurements

Total City Liquidity



This measure is an important indicator of the City's ability to service its financial obligations. Liquidity is actively monitored to ensure it remains within acceptable parameters. An internal target of a minimum of 30% is utilized for treasury management and reporting.

The City of Winnipeg calculates liquidity as Free Cash Flow plus Liquid Assets and Committed Credit Facilities, divided by Consolidated Operating Expenditures minus Amortization.

Contact Centre - 311

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.

Our Winnipeg:

Leadership and Good Governance *(LG)*

Performance Reporting

Service Goal / Measure Description	2018	2019	2020	2021 Target	2022 Target
Improve ease of use and access to 311 through enhancing digital and self service options.					
Total 311 interactions across all platforms [B]	990,894	970,761	795,757	N/A	N/A
Percentage of interactions through phone	86.69%	82.33%	79.08%	80.00%	80.00%
Percentage of interactions through email	9.40%	11.58%	15.00%	13.25%	12.50%
Percentage of interactions through Self Service Online	0.21%	0.21%	0.27%	1.00%	1.50%
Percentage of interactions through Mobile App [A]	0.15%	0.33%	0.37%	0.00%	0.00%
Percentage of interaction in-person	2.26%	3.79%	2.96%	3.00%	3.00%
Percentage of interactions through social media	1.31%	1.75%	2.33%	2.75%	3.00%
Decrease 311 wait time by improving access to information					
Average Talk Time (in minutes)	4:54	5:13	5:41	5:45	5:45
Average Wait Time (in minutes)	7:36	2:56	5:27	3:00	3:00
Number of 311 requests [B]	1,000,644	900,834	615,866	N/A	N/A
Service Requests	41.74%	41.59%	45.27%	50.00%	50.00%
Information Requests	58.26%	58.41%	54.73%	50.00%	50.00%
Enable all community members of navigate 311 in the official language of their choice					
Total 311 French interactions across all platforms [B]	9,765	20,337	6,343	N/A	N/A
Percentage of interactions through phone	53.24%	23.75%	46.22%	50.00%	50.00%
Percentage of interactions through emails	2.33%	0.90%	3.26%	2.00%	2.00%
Percentage of interactions through self service online	0.00%	0.00%	0.02%	1.00%	1.00%
Percentage of interactions in-person	44.42%	75.34%	50.50%	46.50%	46.50%
Percentage of interactions through social media	N/A	N/A	N/A	0.50%	0.50%
Number of complaints due lack of availability of French services at 311	7	10	14	N/A	N/A

Notes:

[A] Mobile app discontinued in fall 2020

[B] Not applicable as results will vary each year, and will be dependent on citizens' response and variables beyond 311's control.

Glossary

Accommodation Tax - A 5% levy on the purchase price of short term continuous accommodation of 30 days or less consumed and paid for after May 31, 2008. Amounts are collected in the Destination Marketing Reserve.

Active Transportation (AT) - refers to any human-powered mode of transportation, which mainly includes walking, cycling and rolling. The Pedestrian and Cycling Strategies, adopted by Council on July 15, 2015, present the needs for both walking and cycling modes jointly but address the distinctly different needs of pedestrians and cyclists.

Administrative Buildings - Facilities or assets that do not contain or provide services to the public (i.e. facilities which are solely accessed by city staff and/or suppliers).

Advance Payments – Local Improvements account - see Future Services Account

Assessed Value - Value determined by estimating the market value of a property for a specific reference year. Taxes are levied on the basis of the assessed value of a property.

Assessment Roll - A document that records assessments that are made in respect to properties described in the document and includes a real property assessment roll, a personal property assessment roll, and a business assessment roll.

Asset Management - is an integrated business approach with the aim to minimize the lifecycle costs of owning, operating, and maintaining assets, at an acceptable level of risk, while continuously delivering established levels of service to the residents of Winnipeg. It includes the planning, design, construction, operation, and maintenance of infrastructure used to provide City services. By implementing asset management processes, infrastructure needs can be prioritized, while ensuring timely investments to minimize repair and rehabilitation costs, in order to maintain City assets.

Balanced Budget - The City of Winnipeg Charter enacted by the Manitoba Legislature defines an operating budget to be balanced when the estimated expenditures for a fiscal year do not exceed the estimated revenues for the year.

Basis of Accounting - The City of Winnipeg 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 upon receipt of goods or services and/or the creation of a 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).

Basis of Budgeting - The City of Winnipeg develops its operating budget for tax supported and utility operations on a modified accrual basis (see Modified Accrual Basis). Difference between the basis of budgeting and accounting include, for example, retirement allowances, vacation, workers compensation, compensated absences, contaminated sites, landfill liability and other accrued employee benefits which are budgeted on a cash basis.

Benchmark - A standard or reference point against which something is measured. The term is used in two different ways: in conjunction with setting long-term goals or targets for a broad

Glossary

range of societal and economic policies; and as a measure of effectiveness in comparing key aspects of an organization's performance with that of similar organizations.

Budget Cycle - A four-year budget cycle beginning with operating and capital budgets adopted by Council for the second fiscal year following a general election of members of Council as provided for in the Multi-Year Budget Policy.

Budget Process - Executive Policy Committee (EPC) of City Council is responsible for budget development. The budget is presented to City Council for consideration and adoption. Each year, both an operating and a capital budget are approved by City Council.

Both budgets contain multi-year views. The capital budget includes six years of budget information, including the current-year adopted budget and five forecast years. The operating budget contains four years of budget information.

Budget Working Group – The working group of Councillors with the functions outlined in the Multi-Year Budgeting Policy and consists of members of council appointed by the Mayor.

Business Tax - This is a tax on businesses that occupy space within the City of Winnipeg. Taxes are calculated by applying the annual business tax rate as a percentage of the annual rental value (ARV) of the business premise. The annual rental value is determined by taking into account the rents paid by premises similar in size and location and includes the cost of services necessary for the comfortable use or occupancy of the premise.

Business Tax Adjustments / New Additions - Are taxes added to the taxation roll after tax bill update (TBU). These supplemental taxes are billed based on the change in the ARV for a given business. The Assessment and Taxation Department is allowed to issue supplemental tax bills for the current tax year and to January 1st of the prior year. For businesses, supplemental tax bills are normally prepared when businesses close, move or newly start up.

By-laws - Legislation enacted by City Council under the provisions of The City of Winnipeg Charter.

Canada Community-Building Fund (formerly Federal Gas Tax) Reserve - City Council, on January 25, 2006, authorized the establishment of the Federal Gas Tax Revenue Reserve Fund. The purpose of the reserve is to account for funds received from the Province under the Federal Gas Tax Funding Agreement.

On November 18, 2005, the Government of Canada and the Province entered into an agreement on the Transfer of Federal Gas Tax Revenue under the New Deal for Cities and Communities. Under this deal, the Province agreed to administer the funds on behalf of the Federal Government and to conditionally provide the funds to the City, subject to receipt of funding from the Federal Government. The funds are intended specifically for eligible projects such as: Public Transit; Water; Wastewater; Solid Waste; Community Energy Systems; and Active Transportation Infrastructure.

On March 24, 2006, the Province and the City signed the Gas Tax Funding Agreement. The agreement was effective as of April 1, 2005 and continues until March 31, 2015, or unless terminated earlier in accordance with section 10 of the agreement.

Glossary

On January 12, 2007, City Council authorized that Infrastructure Levies (Gas Tax) be allocated to the Public Works Department for road and bridge projects through the 2007 capital budget process.

On July 16, 2014 City Council authorized that the purpose of the Federal Gas Tax Revenue Reserve be amended to include 18 project categories as listed in Schedule 1 of the most recent Manitoba-City of Winnipeg Municipal Gas Tax Agreement to administer the Canada-Manitoba Administrative Agreement on the Transfer of Federal Gas Tax Revenue. The list of eligible project categories includes local roads and bridges, broadband connectivity, public transit, drinking water, wastewater, solid waste, brownfield redevelopment, sport infrastructure, recreational infrastructure and cultural infrastructure.

On March 25, 2021, the federal government proposed a one-time investment of $2.2 billion that would help address infrastructure priorities in municipalities and First Nations communities. The proposed funding would flow through the Federal Gas Tax Fund. The federal government also proposed to rename the Federal Gas Tax Fund as the Canada Community-Building Fund.

On July 28, 2021, Province of Manitoba confirmed that the:

(1) Federal Gas Tax Fund program had officially been renamed the Canada Community-Building Fund (CCBF); and

(2) fire halls and fire station infrastructure are eligible investments under the new program and project expenditures for this investment category incurred as of April 1, 2021 will be considered eligible.

Subject to Council approval of the 2022 Budget, this reserve fund had been renamed accordingly.

The Director of Public Works is the fund manager.

Capital - Expenditures are considered capital when they have a cost of $100,000 or more and a useful life of 10 years or longer. This includes individual non-recurring capital projects or ongoing programs investing in various capital assets. Minor maintenance projects should not be included in the capital budget even though the costs may exceed the dollar limit for capital works. Major equipment replacements with very large dollar values such as computer upgrades should be included in the capital budget even though their useful life may be less than 10 years.

Capital Budget - The annual plan of the capital projects to be undertaken by the City, together with the method of financing for each. In accordance with the City of Winnipeg Charter, a capital budget must be prepared and approved for the current year and the subsequent five years (forecast years). The capital budget is adopted on a project authorization basis, although cash flow estimates are provided for all projects. (See also Five-Year Capital Forecast).

Capital Projects / Capital Works - Capital improvements and other works are generally considered to be projects of a fixed nature and long life which provide new, additional or replacement of public facilities such as streets, water mains, sewers, public buildings, parks, playgrounds, recreational centres, land, etc. Major replacements such as asphalt resurfacing of streets, water main renewals, and waste water sewer renewals could also be considered as capital works. Land acquisition and local improvements are considered to be capital works

Glossary

regardless of expected cost. Capital expenditures are typically acquisition, development or major renovations to assets where the benefit of the expenditure extends into the future.

Cash to Capital - is the cash value that the City invests into its Capital projects.

Centreline – In support of the Winnipeg Police Service (WPS) 2015-2019 Strategic Plan, the WPS developed a comprehensive downtown safety strategy titled CENTRELINE. CENTRELINE's geographic boundaries are based on 12 downtown atoms to maximize foot patrol visibility and ownership of area issues. This model allows for enhanced accountability, data measurement and the tracking of relevant statistics. The name "CENTRELINE" was inspired by the Indigenous fur trade. Between 1738 and 1880 the downtown was at the centre and the heart of the country's fur trade. The downtown was the line that delineated the East from West, a historic gateway to Canada's West.

Charter - Refers to *The City of Winnipeg Charter*, S.M. 2002, c. 39.

Chief Administrative Officer - Individual appointed to the position pursuant to the City of Winnipeg Charter.

Chief Financial Officer - is the Council-appointed statutory officer mandated by the City of Winnipeg Charter.

City (The) - Refers to the City of Winnipeg.

City of Winnipeg Charter (The) - Provincial legislation setting out the powers and responsibilities of the City of Winnipeg.

Class Estimates - The cost estimate classification system was developed in 2015 based on the AACE International Recommended Practices and is included in an appendix in the annual capital budget. The established benchmark is that a project should have a Class 3 estimate for budget authorization. Projects that are not at a Class 3 should indicate in the detail sheet that a Class 3 estimate or better will be achieved prior to the start of construction. For programs, those projects identified in the year of budget approval should also be at a Class 3 and the narrative should indicate that. The Class 3 estimate should set the authorization budget.

Committees - means the Standing Policy Committees of Council and the Winnipeg Police Board.

Commitment Reserve - On March 12, 1998, City Council approved the establishment of the Commitment Reserve Fund. The purpose of the fund is to allow departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget. Contributions to the reserve must be spent in the year following the transfer. However, contributions can be retained in the reserve beyond the following year only if approved by the fund manager; otherwise the unspent amount must be transferred to the Financial Stabilization Reserve Fund.

The Chief Financial Officer is the fund manager.

Glossary

Community Trends and Performance Report - The City of Winnipeg regularly produces community and demographic information as well as performance measurement information, which has been included as part of the budget since 2010. The 'Community Trends and Performance Report' combines this information and publishes it as budget 'Volume 1'. This budget Volume 1 is produced early in the budget process to provide context and timely information for the City of Winnipeg Council and the public in support of the upcoming budget decision-making process.

The volume includes an outline of the City of Winnipeg organization, governance and administrative structure; community trends related to socio-economic information such as population, demographics, housing, etc.; an overview of the City of Winnipeg's budget process and strategic framework, with highlights from *OurWinnipeg* and the City's Financial Management Plan; and performance measures for City of Winnipeg services grouped by Standing Policy Committee, and organization-wide information.

The information is intended to provide relevant current context, and facilitate discussion for the upcoming budget process.

Computer, Critical Systems and Support Reserve - On March 22, 1995, City Council approved the establishment of the Computer Replacement Reserve Fund. As approved by Council in the 2019 Budget, the reserve was renamed to Computer, Critical Systems, and Support Reserve. The purpose of the reserve is to provide financing for the replacement, refurbishing, modifying, or upgrading of personal computer hardware and/or software and to stabilize expenditures, therefore smoothing the effect on the annual budget. Through direct contributions, users contribute an amount to the reserve for computer equipment based upon the latest actual purchase cost for that type of unit. Other contributions to the reserve would include investment income.

Subject to Council approval of the 2022 Budget, the Director of Innovation and Technology is the fund manager.

Consolidated Budget – includes the City of Winnipeg's operating budgets for tax supported, utility, special operating agency and reserve operations as well as a capital budget and governmental functions or entities, which have been determined to comprise a part of the aggregate City operations. The consolidated budget considers inter-fund transaction eliminations, tangible capital asset based revenues and amortization, controlled entity operations and the accrual of unfunded expenses.

Consolidated Entities - The organizations included in the consolidated financial statements are as follows:
- Assiniboine Park Conservancy Inc.
- CentreVenture Development Corporation
- The Convention Centre Corporation
- Winnipeg Arts Council Inc.
- Winnipeg Public Library Board

Consumer Price Index (CPI) - A statistical description of annual price levels provided by Statistics Canada (Government of Canada). The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

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Glossary

Contribution in Lieu of Land Dedication Reserve - On January 10, 1973, City Council adopted the policy that cash payments received by the City in lieu of land dedication for open space be deposited in a fund to the credit of each community. On January 17, 1979, City Council amended that policy to permit proceeds from the sale of surplus parks and recreation lands to be deposited to the Contributions in Lieu of Land Dedication Reserve Fund account of the respective community. On September 19, 1990, City Council adopted the recommendation that revenue would be apportioned amongst the communities on the basis of 75% to the account of the community in which the revenue was collected and 25% to be divided equally amongst all communities. This change was phased in over three years commencing in 1991. Expenses are limited to the acquisition or improvement of land for parks, recreation facilities, or open space.

The Director of Planning, Property and Development is the fund manager.

Debt Charges - The annual amount of principal and interest which must be paid each year through the operating budget. There are two forms of debenture structure. The Sinking Fund Debenture issue requires annual payments to be made to the Sinking Fund. These funds are then invested by the Sinking Fund for the retirement of the debenture issue on its maturity date. A serial issue requires annual payments of principal and interest in order that the debt is paid off in regular installments throughout the life of the issue.

Department - The basic organizational unit of the City which is functionally unique in its delivery of services. In general, departments are managed by a Director.

Destination Marketing Reserve - On October 22, 2008, City Council approved the creation of the Destination Marketing Reserve Fund with an effective date of January 1, 2009. The purpose of the reserve is to support Economic Development Winnipeg Inc., The Convention Centre Corporation and special events including other organizations, projects and events that will encourage tourists to visit Winnipeg. The source of revenue for the reserve is a 5% accommodation tax, which was adopted by City Council on April 23, 2008.

The Chief Financial Officer is the fund manager.

Director - leads a City department or Special Operating Agency

Dividend - A dividend is an interfund transfer from a City Utility or a Special Operating Agency (SOA) to the City tax-supported fund (Fund 001) based on Council approved policy or available uncommitted funds or operational surplus.

Economic Development Investment Reserve - The Economic Development Investment Reserve Fund was created by City Council on June 21, 2000. It is intended to fund City economic development incentives and investment projects. This reserve invests directly in particular projects rather than being a funding mechanism for programs. The incremental portion of realty and business taxes generated by projects in which the fund has invested will be returned to the reserve until the original investment has been repaid.

The Director of Planning, Property and Development is the fund manager.

Glossary

Effectiveness Measure - a performance measure intended to evaluate service delivery relative to service standards or the customer's needs and expectations.

Efficiency Measure - a performance measure comparing the resources used to the number of units of service provided or delivered (typically cost for a service or unit of service).

Electricity Tax - The electricity tax is legislated by Section 441 of the City of Winnipeg Charter. The rate charged is 2.5% for domestic consumption and 5% for commercial consumption, beyond the electricity used for space heating purposes, which is conclusively deemed to be 80% of the total consumption. For a “primarily electric heat” dwelling unit, 20% is taxable, 80% is exempt. If a dwelling unit is “primarily gas heat”, then there is no exempt portion on the electrical side. The tax is calculated and levied by Manitoba Hydro and is remitted to the City of Winnipeg on a monthly basis.

Entertainment Funding Tax - The tax is 10% on cinema ticket prices of $5.00 or more.

Entertainment Funding Tax Refundable - Goldeyes - The Winnipeg Goldeyes has a long term arrangement expiring December 31, 2038 with respect to entertainment tax approved by Council. The full amount of entertainment tax remitted during the year is refunded back at the end of the season - conditional upon all aspects of an amateur access/community use agreement with the City being honored.

Entertainment Funding Tax Refundable - True North - True North Inc. has a long term arrangement expiring in 2029 with respect to entertainment tax approved by Council. The full amount of entertainment tax remitted during the year is refunded back at the end of the season.

Entertainment Funding Tax Refundable - Winnipeg Football Club (WFC) - In a long term agreement approved by Council, the entertainment tax revenue from the Winnipeg Football Club’s football games or other events will be refunded back to the Winnipeg Football Club.

Environmental Projects Reserve - On December 17, 1993, City Council authorized the establishment of a River Quality Environmental Studies Reserve Fund for the purpose of providing funding for environmental projects to improve river quality. On January 24, 1996, City Council changed the name of this Reserve to the Environmental Projects Reserve Fund to more accurately reflect the nature of the projects reported in this reserve.

The reserve is financed through a monthly transfer from the Sewage Disposal System Fund based on the amount of water consumption billed. The reserve has funded ammonia, nitrification and combined sewer overflow ("CSO") studies. It now funds a portion of the wastewater collection and treatment system improvements as directed by the Province of Manitoba ("the Province"). This includes effluent disinfection, centrate treatment, biological nutrient removal, CSO mitigation infrastructure and biosolids.

River quality is under the jurisdiction of the Province and in 2003 the Clean Environment Commission ("CEC"), at the request of the Minister of Conservation, conducted public hearings to review and receive comments on the City's 50-year wastewater collection and treatment improvement program. At the conclusion, the CEC recommended that the City implement these improvements over a 25-year period, which was subsequently ordered by the Minister of Conservation on September 26, 2003.

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On September 3, 2004, the Province issued Environment Act License No. 2669 for the West End Water Pollution Control Centre, which provided for the plan as directed by the Minister of Conservation. Certain provisions of this license were appealed by the City. Revised License No. 2669 E R R and No. 2684 R R R, for the North End Water Pollution Control Center, were issued on June 19, 2009, incorporating the City's requested changes. On March 3, 2006, a similar license (No. 2716) was issued for the South End Water Pollution Control Centre. Effective April 18, 2012, the South End Water Pollution Control Centre license (No. 2716RR) was revised in response to the Save Lake Winnipeg Act requirement. This reserve partially funds capital projects to bring the City in compliance with the license requirements.

The Director of Water and Waste is the fund manager.

External Debt - Obligation resulting from the borrowing of money from sources other than City funds, primarily by the sale of debentures in public capital markets.

Federal Gas Tax Revenue Reserve – see ***Canada Community-Building Fund Reserve***

Fees and Charges Schedule - 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.
http://www.winnipeg.ca/finance/documents_page.stm

Financial Management Plan (FMP) - The City's official public strategy for guiding the financial decision-making process. This document, adopted by Council on March 20, 2020, is the strategy for guiding financial decision making, meeting long-term obligations, and improving its economic position and financial stability. http://www.winnipeg.ca/finance/files/fmp.pdf

Financial Stabilization Reserve - The purpose of the Financial Stabilization Reserve Fund is to counteract the budgetary effect of fluctuations from year to year in property and business taxes and/or to fund deficits in the General Revenue Fund, which assist in the stabilization of the City's mill rate and/or property tax requirements.

Various structural changes have occurred over the years in this reserve.
On September 28, 2011, City Council adopted the combining of the Fiscal Stabilization Reserve and the Mill Rate Stabilization Reserve Funds into the Financial Stabilization Reserve Fund. All previous regulations for the two stabilization reserves were replaced with the following:

- Sources of funding for the reserve are: the excess of actual total taxes billed compared to budget; surpluses in the General Revenue Fund; unspent amounts in the Commitment Reserve Fund; and interest revenue.
- The reserve can be used to fund any shortfall of actual total taxes billed compared to budget; major unforeseen expenditures once the target level is exceeded and subject to rules noted below; General Revenue Fund year-end deficits and subject to rules noted below; and one-time expenditures once the target level has been reached.
- No transfers can be made to the General Revenue Fund to fund ongoing current operations.
- Funds above the 8% target may be used for major unforeseen expenditures and General Revenue Fund deficits. Accessing funding in any given year requires City Council approval if the required amount would reduce the reserve's balance below the 8% target.

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- A replenishment plan shall be adopted by City Council if the Financial Stabilization Reserve Fund's equity is reduced below the 8% target of tax-supported expenditures.

On March 23, 2015, City Council adopted the 2015 Operating Budget which included a change in the target balance for the Financial Stabilization Reserve from 8% to a minimum of 6% of tax-supported expenditures.

On March 20, 2020 Council amended the purpose to allow transfers between the Financial Stabilization Reserve and the General Revenue Fund, subject to maintaining required annual minimum balanced in the Financial Stabilization reserve, in order to ensure that the tax supported operating budget is balanced.

The Chief Financial Officer is the fund manager.

Fiscal Year - The fiscal year of the City is the 12 months ending on December 31 each year.

Five-Year Capital Forecast - The long-term plan for capital expenditures to be incurred for the five years following the budget year. Section 284(2) of “The City of Winnipeg Charter” requires Council, in addition to the capital budget for the budget year, to include a capital program for five years. Only the current year’s budget is adopted, and the five year capital forecast is approved as a forecast.

Frontage Levy - A charge to property owners through the property tax bill. Calculation of the frontage levy is based on the length of the boundaries (frontage) of the property that fronts or abuts any portion of a sewer main or water main. As set out in the City of Winnipeg Charter, these funds can be used for the upgrading, repair, replacement and maintenance of water and sewer mains, streets and sidewalks; installation, upgrading, repair, replacement and maintenance of lighting in streets and back lanes.

Fund Balance - Measures the net financial resources available to finance expenditures of future periods and is the difference between governmental fund assets and liabilities, also referred to as fund equity.

Full-Time Equivalent (FTE) - The total number of hours worked converted to the equivalent of full-time staff persons working a whole year.

Funding from Other Municipalities - Revenue generated from Service-Sharing Agreements for the provision of water and sewer services to neighbouring municipalities.

Future Services Account - A development agreement may require that the Developer pay for specific infrastructure items that are to be constructed, by the City and/or a third party, in the future, and which directly benefit the proposed subdivision. These works include roadways (both improved and nonimproved), sidewalks, boulevards and trees, traffic signals, street lights (both standard and ornamental), watermains, etc. The costs of the works are determined by the City and are then specified in the development agreement at the time that the agreement is to be executed by the Developer, or earlier. Such payments are credited to the Advance Payments – Local Improvements account (commonly referred to as the “future services” or “future works account”). The funds held in the future services account are intended to be used as a funding

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source primarily in a capital budget at the time the related infrastructure item(s) is to be constructed.

General Capital Fund - The accounting fund created to account for tax-supported capital transactions of The City of Winnipeg.

General Purpose Reserve - On March 15, 2000, City Council approved the establishment of the Pension Surplus Reserve Fund. The reserve was funded by the retroactive refund of pension contributions for 1998 and 1999. City Council also approved that the purpose of the reserve and further details including the use of these funds be subsequently determined by City Council.

On May 23, 2001, City Council approved the amalgamation of the Pension Stabilization Reserve and Pension Surplus Reserve Funds and the new fund be renamed the General Purpose Reserve Fund.

On June 25, 2014, City Council approved an amendment to the Councillors' Ward Allowance (CWA) Policy year end section 3.10, to include the following: “Unexpended funds from Councillor ward allowances may be carried over to the following year, at the discretion of the ward Councillor, up to a maximum of 10% of the total ward allocation, and on October 28, 2015 added that the CWA carry over funds be established as a permitted use in the General Purpose Reserve.”

On December 16, 2020, Council approved 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.

The Chief Financial Officer is the fund manager.

General Revenue Fund – The accounting fund created to account for tax-supported operations, which include but are not limited to services provided by the City such as police, fire, ambulance, library and street maintenance.

Golf Course Reserve - The Golf Course Reserve Fund was created by City Council on April 28, 1994, to provide funding for enhancements to the municipal golf courses in order to keep them competitive with those in the private sector.

The Director or Planning, Property and Development is the fund manager.

Government Grants - Payments from other levels of government for specific programming or payments for City purposes.

Grant - means money, goods, or in-kind contributions provided to a recipient without consideration in return, other than recognition for the grant.

Grant (Annual) - Annual grants are payments to organizations which provide demonstrable cultural, social or economic benefit to the community and where the City does not receive any goods or services directly in return for the funds (with the exception of service purchase

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agreements) nor do they expect repayment or any other financial return. Eligibility and entitlement requirements are reviewed annually.

Grant (Long-Term) - A payment that is legally required to be made pursuant to the terms of a previously executed active agreement, or an expired agreement which the parties are still honoring until a new one can be made, or other legal obligation (e.g. Long Term Agreements of Appendix 2, tax or TIF grants).

Grant (Other programs) - are primarily grant programs where recipients are determined throughout the course of the year. With the exception of the per capita grants, the Director of the department responsible for each such grant program is delegated the authority to determine grant recipients.

Grant (In-kind contributions) - goods or services provided to a recipient for free or at a reduced rate.

Heritage / Economic Development Property Tax Credit - The program's objective is to facilitate the conservation and continued use/viability of heritage buildings in Winnipeg by incenting the restoration or rehabilitation of existing buildings as well as projects that have economic benefit to the City.

Heritage Investment Reserve - The Heritage Investment Reserve Fund was created by City Council on June 21, 2000. It funds all City and City-sponsored heritage programs and acts as a revolving fund so that future funding of heritage programs can be sustained and thereby reduces the need to obtain additional funding. An important source of ongoing funding for the reserve will be incremental tax revenues from projects financed by the fund.

The Director of Planning, Property and Development is the fund manager.

Housing Rehabilitation Investment Reserve - The Housing Rehabilitation Investment Reserve Fund was created by City Council on June 21, 2000. It was to fund City housing programs for which no funding was provided in operating budgets. It was intended that this reserve act as a revolving fund so that incremental tax revenues resulting from housing programs in which the reserve had invested would be returned to the reserve to finance future projects. The reserve continues to fund housing programs for which the funding is provided through an annual transfer from the General Revenue Fund.

The Director of Planning, Property and Development is the fund manager.

Impact Fee - A fee imposed on new development to assist with the costs associated with accommodating and managing growth and development. On October 26, 2016, Council passed the Impact Fee By-Law (127/2016) which phases in the implementation of an Impact Fee over a three-year period.

The Impact Fee, which was established by Council on October 26, 2016 and which took effect on May 1, 2017, shall be increased or decreased by an amount equal to the rate of construction inflation or rate of construction deflation for the previous year, to a maximum of 5% per year.

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On July 8, 2020, Manitoba Court of Queen's Bench ruled that while the City has the power or authority to impose an impact fee generally, the by-law and resolution regarding the impact fees "imposes a constitutionally invalid indirect tax" and ordered the City to refund the fees paid together with any interest earned on the funds. As at December 31, 2020, all payments have been made in accordance with the court order, the refund process is complete, and the balance in the Impact Fee Reserve is $nil.

Impact Fee Reserve - On October 26, 2016, Council approved the establishment of the Impact Fee Reserve to fund growth-related capital projects approved by the Chief Financial Officer with consideration to the input provided by the Impact Fee Working Group, as well as to pay the costs of administering the Impact Fee By-law and Reserve Fund. All funds generated by the impact fee are to be deposited into the Reserve. Use of the Impact Fee Reserve for purposes other than those set out in Council's October 26, 2016 resolution require a 2/3 vote of Council.

On July 8, 2020, Manitoba Court of Queen's Bench ruled that while the City has the power or authority to impose an impact fee generally, the by-law and resolution regarding the impact fees "imposes a constitutionally invalid indirect tax" and ordered the City to refund the fees paid together with any interest earned on the funds. As at December 31, 2020, all payments have been made in accordance with the Court Order, the refund process is complete, and the balance in the Impact Fee Reserve is $nil.

The Chief Financial Officer is the fund manager.

In-Kind Contributions - see Grant (In-kind contributions).

Insect Control Reserve - On March 23, 2005, City Council approved the establishment of the Insect Control Reserve Fund. The purpose of the fund is to absorb unexpected costs for mosquito control in years where the City of Winnipeg experiences above average response levels.

The reserve balance should never exceed $3.0 million and the Chief Administrative Officer has the authority to over-expend to a maximum of $3.0 million in the event of insufficient funds.

The Director of Public Works is the fund manager.

Insurance Reserve - In 1960, the Insurance Reserve Fund was established. The reserve was to be used for the purpose of replacing or repairing City properties and/or contents that had been damaged by fire or any other cause. In 1973, the use of the Insurance Reserve Fund also included the purpose of paying for any other losses that the City might incur in any part of its self-insurance program. Such uses would include third party liability claims, or property damage claims, including motor vehicles.

The Corporate Controller is the fund manager.

Internal Financing - An interim funding source from the available, short-term cash flow surpluses from various City sources such as the general capital fund and capital and special purpose reserves that can be used to fund capital projects. Council also approves an external borrowing authority for the internal financing amount in the capital budget to ensure that funds are available for the projects to proceed if short term cash surpluses become unavailable.

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Investing in Canada Infrastructure Program - The governments of Canada and Manitoba are working together to make long-term infrastructure investments for the betterment of Manitoba and its communities through the Investing in Canada Infrastructure Program (ICIP). These investments will have benefits for people in communities across the province under four priority areas:

- Public transit;
- Green infrastructure;
- Community, culture, and recreation infrastructure; and
- Rural and northern communities.

Key Goals - Key Goals are provided for each service in the service-based budget, and represent the desired high-level outcomes for that service area.

Land Operating Reserve - City Council, on May 16, 1973, authorized the establishment of a Land Operating Reserve Fund to reduce the need for the issuance and sale of debentures in connection with the acquisition cost of properties for resale.

Disbursements from this reserve are limited to the acquisition cost of properties for resale, and any other expenses directly related to the acquisition, sale and improvement of disposable City properties. Use of the reserve's funds for any other purpose requires the authorization of City Council. This reserve is maintained by the proceeds from the sale of City-owned properties and interest earned.

In accordance with City Council directives, 5% of the gross sales revenue is allocated to the Historical Building Program, another 5% of gross sales revenue is allocated to the Enhanced Land Marketing Program to finance those activities necessary to facilitate the sale of surplus lands and 15% is allocated to the Community Centre Renovation Grant Program annually, subject to Council approval.

City Council, on July 19, 1999, adopted a policy that in order to sustain the business operations supported by the Reserve, equity be allowed to accumulate within the reserve sufficient to eliminate the inter-fund debt owing to the General Revenue Fund created in past years. Any surplus funds greater than the amount required for the purposes of the Land Operating Reserve Fund and meeting the annual budgeted transfer to the General Revenue Fund is to be transferred to the Commitment Reserve Fund.

The Director of Planning, Property and Development is the fund manager.

Landfill Rehabilitation Reserve - On December 17, 1993, City Council authorized the establishment of a Brady Landfill Site Rehabilitation Reserve Fund for the purpose of providing funding for the future development of the Brady Landfill Site. The reserve is financed through a monthly transfer from the Solid Waste Disposal Fund based on tonnages processed at the landfill.

Effective January 1, 2018 the Brady Landfill Site Rehabilitation Reserve was terminated and replaced with a new Landfill Rehabilitation Reserve in accordance with Section 289 of the City of Winnipeg Charter.

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The purpose of the new reserve is to provide funding, over time, for closure and post-closure landfill needs including leachate management, environmental monitoring and site restoration costs for all active and closed landfills maintained under the responsibility of the City.

This reserve will continue to be funded through annual deposits from tipping fee revenue accounts of the Solid Waste Disposal Fund based on a portion of the tipping fee per tonne charged on garbage disposal, the current rate is $1.00 per tonne of material landfilled.

The Director of Water and Waste is the fund manager.

Local Improvements - Local Improvement capital projects are those which are financed partly by a direct levy on the properties benefited (property owner's share) and partly by a mill rate levy over the city-at-large (City's share). The program is governed by Local Improvement By-Law No. 98/72 and is subject to advertising and subsequent approval by the majority of ratepayers involved. The type of expenditures generally falling within this category are: paving of local streets and lanes; sidewalk and boulevard construction; installation of new water mains and sewers; ornamental street lighting and lane lighting.

Local Street Renewal Reserve - The Local Street Renewal Reserve was established in 2013 to increase investment in local streets, lanes and sidewalks. Funds from this reserve will be used annually to fund the local street component of the Regional and Local Street Renewal program and the repair, renewal and/or replacement of bridges. Subject to annual Council approval, a separate property tax increase will fund this reserve each year to ensure a dedicated funding system for local streets. Use of the Local Street Renewal Reserve for purposes other than local streets, lanes, sidewalk, and bridge renewals requires approval of 2/3 of City Council.

The Director of Public Works is the fund manager.

Major Capital Projects - are projects that reach a specific minimum dollar threshold and above. In 2020 the threshold was $24 million. This threshold increases annually by construction inflation. A listing of major capital projects is included in the annual capital budget.

Mill Rate - A mill rate is a term used to decide how taxes are set. A "mill" is equivalent to a one thousandth part. For the purposes of calculating property taxes, one mill represents $1.00 of taxes for every $1,000 of portioned assessment. The portioned assessment is the part of the total assessed value of a property that is subject to taxation.

Modified Accrual Basis - A hybrid of cash and accrual methods of accounting in which revenues are recognized when earned, measurable and available. Expenses are recognized when liability is incurred, except for certain expenses such as those associated with retirement allowances, vacation, workers compensation, compensated absences, contaminated sites, landfill liability and other accrued employee benefits which are budgeted on a cash basis. As well, debt servicing payments are budgeted for when due and depreciation of assets is not budgeted.

Multi-Family Dwelling Tax Investment Reserve - On May 22, 2002, City Council approved the establishment of the Multi-Family Dwelling Tax Investment Reserve Fund. The reserve is designed to act as a bank that accumulates incremental taxes generated by approved multi-

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family dwelling construction/rehabilitation projects. When the incremental taxes for each project accumulates to the pre-approved amount, the balance is paid back to the applicant developer as a "Tax Incentive Grant".

The Director of Planning, Property and Development is the fund manager.

Municipal Benchmarking Network Canada (MBNC) - is a national benchmarking organization comprised of partner municipalities who identify, collect, analyze and report consistent and comparable data in municipal service areas. The information reported, and the partner network, promote sharing of best practices and strategies to support continuous improvement in the delivery of municipal services. http://mbncanada.ca/

Multi-year Budget - The annual operating and capital budgets adopted by Council together with operating budget projections for an additional three years and capital budget forecast for an additional five years as required by the Multi-Year Budget Policy.

Municipal General Services Fee - The General Services Fee is revenue related to municipal services that are billed for Urban Reserves and these fees are in lieu of property taxes.

Natural Gas Tax - The natural gas tax is legislated in Section 441 of The City of Winnipeg Charter. The rate charged is 2.5% for domestic consumption and 5% for commercial consumption, beyond the natural gas used for space heating purposes. If the dwelling unit is “primarily gas heating”, a baseload is calculated based on consumption in June, July, and August. Gas tax is then applied to the lesser of actual consumption or baseload. If the dwelling unit is “primarily electric heat” then this tax is applied to the full consumption. The tax is calculated and levied by Manitoba Hydro and is remitted to the City of Winnipeg on a monthly basis.

Net Taxes Added - Are taxes added to the taxation roll after tax bill update (TBU). These supplemental taxes are billed based on the change in the assessed value for a given property. The Assessment and Taxation Department is allowed to issue supplemental tax bills for the current tax year and to January 1st of the prior year.

Not for Profit Organization - a club, society or association that is organized and operated exclusively for social welfare, civic improvement, pleasure or recreation or for any other purpose except profit.

Operating Budget - means the annual plan of city’s services and programs with estimated revenues and expenditures associated with each.

Operating Expenditures - The ongoing cost to provide a product or service. This includes but not limited to the cost for personnel, materials, equipment and other consumables required for a department to function and provide services.

OurWinnipeg - The City’s strategic 25-year development plan is under its 5-year review, having received Council Second Reading on July 22, 2021. It establishes goals of leadership and good governance, environmental resilience, economic prosperity, good health and well-being, social equity and city building. It will serve to align all other statutory and strategic City documents such as Corporate Strategic Plans, Council policy, budgets and implementation tools. Per

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Section 235 of the City of Winnipeg Charter, not everything in OurWinnipeg has to be implemented but everything the City does must be consistent with it.

Pay-As-You-Go - A means of financing capital projects whereby the City pays for the projects from direct contributions from the current budget, from retained earnings, or from reserves established for capital purposes, rather than issuing external debt.

Payments in Lieu of Taxes - The federal and provincial governments, crown corporations, universities and City utilities do not have a legal obligation to pay property taxes; however an amount equivalent to the taxes is paid to the General Revenue Fund for City services by way of a payment in lieu of taxes.

Pedestrian and Cycling Program - provides recommendations for infrastructure projects, programs and studies identified in the Pedestrian and Cycling Strategies. Projects may include: new sidewalks on regional and non-regional streets, new multi-use paths, new bicycle routes, crossing control improvements, public education, awareness and promotion and partnership grants. All recommended projects support the key directions of the Pedestrian and Cycling Strategies.

Performance Measurement - Performance measurement is the process of collecting, analyzing and/or reporting information regarding the performance of an organization, service, system or component.

Permit Reserve - On March 20, 2007, City Council approved the establishment of the Permit Reserve Fund. The purpose of the reserve is to mitigate revenue shortfalls and fund temporary staffing needs during busy periods through economic boom/bust cycles. The reserve is also meant to provide a source of funds for service and system improvements. The reserve is funded by the excess of permit revenue in the General Revenue Fund compared to budget in any given year. The balance in the reserve is capped at $3.0 million and any surplus funds over and above the cap are to be transferred to the General Revenue Fund.

On March 22, 2011, City Council approved the cap be revised to $2.0 million and any surplus funds above the cap be transferred to the General Revenue Fund, reported in the Planning, Property and Development Department.

The Director of Planning, Property and Development is the fund manager.

Perpetual Maintenance Funds - (Brookside, St. Vital and Transcona Cemeteries) The terms of By-law No. 14725 of the former City of Winnipeg, passed on April 8, 1935, created a fund for the perpetual care and maintenance of Brookside Cemetery. Later on By-law No. 1996/78, also created funds for the perpetual care and maintenance of St. Vital and Transcona Cemeteries. Section 29 of By-law No. 5720/91 amending and restating By-law 1996/78, relating to Cemeteries, sets forth the purpose and use of the Perpetual Maintenance Funds.

These funds are for the purpose of creating, building up, and maintaining a perpetual maintenance fund for the care and maintenance of Brookside, St. Vital, and Transcona Cemeteries. Section 12 of By-law No. 130/2007 includes: “Each cemetery will have a separate Perpetual Maintenance Reserve Fund created with a sum equal to 25% of the purchase price of a lot, plot or cremated remains lot/plot, or a sum equal to 15% of a cremorial or niche purchase,

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or a sum equal to 10% of a scattering of cremated remains, set aside in the reserve, invested and applied to and for the perpetual care of the lot or plot or cremated remains lot/plot, cremorial, niche, scattering bed or ossuary area. Perpetual care includes general maintenance of lots, plots, cremated remains lots/plots, columbarium niches or the cemetery enclosure.

The City may, annually, utilize up to 50% of the yearly earnings from the relevant Perpetual Maintenance Reserve to undertake improvements or maintenance on the cemetery."

The Director of Planning, Property and Development is the Funds Manager.

Property Tax Revenue - This is the money that the City bills the property owners in the City of Winnipeg to fund tax-supported expenditures. Property taxes are calculated by applying the municipal mill rate against the portioned assessment of your property. By definition, a mill is a one-thousandth part. For calculating taxes, one mill represents $1.00 of taxes for every $1,000.00 of portioned assessment.

Provision for Cost Variability ("Provision") - is an inter-fund transfer from the Municipal Accommodations Fund (Fund 554) to the City tax-supported fund (Fund 001). It represents a portion of market rents charged by Municipal Accommodations to its accommodation customers; that portion being the variance between market rent rates charged and the cost to provide and reinvest in the accommodations.

Public-Private Partnership (PPP or P3) - is a contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services. Although this can include almost any type of infrastructure or service, some of the more common P3 projects include hospitals, bridges, highways, new types of technology and new government buildings. Across Canada, P3s have become an increasingly prominent procurement vehicle for governments.

Regional Street Renewal Reserve - The Regional Street Renewal Reserve was established in 2014 to increase investment in regional streets and sidewalks. Funds from this reserve will be used annually to find the regional street component of the Regional and Local Street program and the repair, renewal and/or replacement of bridges.

A separate property tax increase will fund this new reserve each year to ensure a dedicated funding system for regional streets. Use of the Regional Street Renewal Reserve for purposes other than regional streets, sidewalk, and bridge renewals requires approval of 2/3 of City Council.

The Director of Public Works is the fund manager.

Regulation Fees - Fees charged to users for regulated/controlled services typically where licenses and permits are required. Fines and penalties are also included in this revenue category for summary purposes.

Reserves - Represent amounts appropriated for designated requirements as established by Council. Part of best practices for fund accumulation to replace capital assets and to provide financial flexibility in times of budget shortfall. A listing of the reserve funds is noted on the next page and a description for each one can be found in this glossary.

Glossary

- Canada Community-Building Fund (formerly Federal Gas Tax) Reserve
- Commitment Reserve
- Computer, Critical Systems and Support Reserve
- Contribution in Lieu of Land Dedication Reserve
- Destination Marketing Reserve
- Economic Development Investment Reserve
- Environmental Projects Reserve
- Financial Stabilization Reserve
- General Purpose Reserve
- Golf Course Reserve
- Heritage Investment Reserve
- Housing Rehabilitation Investment Reserve
- Impact Fee Reserve
- Insect Control Reserve
- Insurance Reserve
- Land Operating Reserve
- Landfill Rehabilitation Reserve
- Local Street Renewal Reserve
- Multi-Family Dwelling Tax Investment Reserve
- Permit Reserve
- Perpetual Maintenance Funds
- Regional Street Renewal Reserve
- Sewer System Rehabilitation Reserve
- Southwest Rapid Transit Corridor Reserve
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve
- Transit Bus Replacement Reserve
- Transit Infrastructure Reserve
- Waste Diversion Reserve
- Water Main Renewal Reserve
- Water Meter Renewal Reserve
- Workers Compensation Reserve

Residential Recycling - Revenue received from Multi Material Stewardship Manitoba (MMSM) on a percentage of cost basis to help fund the waste diversion program for the City.

Retained Earnings - Equity accounts that represent the accumulated surpluses from operations that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

Revenue - Sources of income to The City of Winnipeg. A listing of major sources of revenue is noted below and a description for each one can be found in this glossary.

- Accommodation Tax
- Business Tax
- Business Tax Adjustments / New Additions
- Electricity Tax
- Entertainment Funding Tax
- Entertainment Funding Tax Refundable – Goldeyes
- Entertainment Funding Tax Refundable – True North

Glossary

- Entertainment Funding Tax Refundable – Winnipeg Football Club (WFC)
- Frontage Levy
- Government Grants
- Natural Gas Tax
- Net Taxes Added
- Payments in Lieu of Taxes
- Property Tax Revenue
- Regulation Fees
- Sales of Goods and Services
- Sewer Services
- Solid Waste Disposal Services
- Tax Penalty Interest
- Transfers
- Transit Service Fare Revenue
- Water Services Sales

Sales of Goods and Services - Revenue category of fees charged to users for services provided on a fee for service basis by the City for the convenience and quality of life for residents. Generally the consumer can exercise choice on whether or not to consume the service. Examples include recreation and ambulance fees.

Self-Supporting Utility - The Water and Waste Utilities do not receive subsidies from the mill rate or tax supported budget.

Service (Internal) - Those services which are offered internally to one or more organizational units within the corporation in support of public service delivery.

Service (Public) - An operational concept where something of value is provided to individual members of the public, or defined members of the public (client set) or the public collectively.

Service-Based Budget (SBB) - Displays budget information (how much the service will cost and how the service is to be funded) and performance measures for services provided, including all components regardless of which unit or department delivers the service. The service-based budget is intended to provide more transparent reporting and a more direct link between the budgets provided and the services delivered.

Service Level Statistics - Are service-related metrics intended to reflect the amount of activity or services provided with the resources approved by City Council, as well as changing circumstances in the community or service industry that may impact the service.

Service purchase agreement payment - A payment that is required to be made for the provision of services pursuant to a service purchase agreement, and was previously approved as a sole source under the Materials Management Policy, due to the fact that another organization/entity could not reasonably carry out the service or there is a special convenience factor in having a particular organization/entity provide the service to the City. The service being provided is usually for the care or maintenance of City property which the City would otherwise be legally required to carry out itself (e.g. BIZ maintenance of City parking pay stations, snow clearing of City parking lots, clean up around Brady landfill).

Glossary

Service-Sharing Agreements - see Funding from Other Municipalities

Sewer Services Revenue - This revenue is generated when the sewer rate is applied to the amount of water used as measured by the water meter, since most of it ends up as sewage. This money is used to collect, transport and treat sewage so that it meets environmental requirements before it is released to the Red and Assiniboine Rivers.

Sewer System Rehabilitation Reserve - On May 27, 1992, City Council authorized the establishment of the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve Funds. These Reserves were established for the renewal and rehabilitation of combined sewers and wastewater sewers, respectively, with funding provided from the frontage levy identified for this purpose in By-law 549/73 (amended by By-law 7138/97). The purpose of the reserves was to provide a consistent approach to financing infrastructure renewal and rehabilitate combined sewers and to renew and rehabilitate wastewater sewers (as defined by the Sewer Utility By-law 5058/88).

The annual frontage levy funding was allocated by City Council between the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve in accordance with the capital program requirements.

On January 30, 2002, City Council passed By-law No. 7958/2002 "Frontage Levy By-law" to include the repair and replacement of streets and sidewalks in residential areas.

On September 27, 2006, City Council approved the consolidation of the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve Funds into the Sewer System Rehabilitation Reserve Fund, which was effective on October 1, 2006.

On December 15, 2009, City Council authorized, by way of approval of the Capital Budget, that effective 2009, frontage levy revenue collected on property taxes would no longer fund the Sewer System Rehabilitation Reserve as of 2011. Therefore, the Sewer System Rehabilitation Reserve is fully funded through sewer rates transferred from the Sewer Disposal System Fund as well as interest earned on the reserve fund balance.

The Director of Water and Waste is the fund manager.

Shared Health - Shared Health leads the planning and coordinates the integration of patient-centered clinical and preventive health services across Manitoba. The organization also delivers specific province-wide health services and supports centralized administrative and business functions for Manitoba health organizations.

Sinking Fund - A fund established by setting aside annual contributions or levies over a period of time to fund the repayment of long-term debt at maturity. The city administration manages the sinking fund contributions on sinking fund debentures.

Solid Waste Disposal Services Revenue - The service consists of several primary sources of revenue including tipping fees, waste diversion user fees and residential recycling revenue (a definition of each can be found in this glossary).

Glossary

Southwest Rapid Transit Corridor Reserve - On March 26, 2008, City Council approved that a Rapid Transit Infrastructure Reserve Fund be established, and that the purpose of the Reserve be to accumulate funds and subsequently to expend on future costs incurred on account of public transit infrastructure, including the construction of rapid transit corridors contemplated in the future.

On October 22, 2008, City Council approved that the purpose of the Rapid Transit Infrastructure Reserve be revised to accumulate funds and subsequently expend on costs incurred on account of public transit infrastructure, including the operation and construction of the rapid transit infrastructure, structures and facilities, development, and other related costs including bus purchases, technology, personnel, and land acquisition.

On January 29, 2013, City Council approved that effective January 1, 2014, the reserve be renamed the Southwest Rapid Transit Corridor - Stage 2 Reserve. In addition the purpose has been revised to: a) accumulate capital funds and subsequently expend such funds on future costs incurred on account of public transit infrastructure, and more specifically, the construction of the Southwest Rapid Transit Corridor - Stage 2, and the purchase of vehicles associated with Stage 2, contemplated in the future; b) contribute to the proposed Jubilee Rapid Transit Station if net proceeds of the disposition of the subject City property are insufficient to cover the City's share, as approved by City Council on October 24, 2012; c) pay for any residual land acquisition settlements for the Southwest Rapid Transit Corridor - Stage 1 project; and d) pay for the ongoing replacement of the 10 buses purchased for the Southwest Rapid Transit Corridor Stage 1 project.

On March 23, 2015 City Council approved that the reserve be renamed the Southwest Rapid Transit Corridor Reserve.

The Director of Transit is the fund manager.

Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve - On March 23, 2015 Council approved the establishment of the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve for the purpose of setting aside funding for the P3 annual service / financing payments commencing in 2019 for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project.

The funding source from the City was originally approved as dedicated property tax revenue transferred from the General Revenue Fund, a one-time fare increase in 2016 and an annual grant from the Province. Subsequently, the one-time fare increase was removed and the Province has advised the annual grant will not be provided. A 2/3 vote of Council is required in order for the use of funds to be other than those stipulated.

The Director of Transit is the fund manager.

Special Operating Agency (SOA) - A special unit of an organization which can operate within or outside the existing city department structure in the delivery of its service(s). It is granted more direct responsibility for results and increased management flexibility needed to attain new levels of service delivery. The authority for SOAs is provided by the City of Winnipeg Charter Section 215.

Glossary

Standing Committees - Sub-committees of City Council delegated certain powers and duties to facilitate the administration of their assigned City departments which report through them to the Executive Policy Committee and City Council. They also provide a forum for public input and receive recommendations from Community Committees related to their respective responsibilities. Areas of responsibility are Finance; Infrastructure Renewal and Public Works; Innovation and Economic Development; Property and Development, Heritage and Downtown Development; Protection, Community Services and Parks; and Water and Waste, Riverbank Management and the Environment.

Strategy - Those steps taken in support of public and internal service goals.

Tax Penalty Interest - This revenue is generated from property and business tax accounts that are in arrears. Tax penalties are applied to tax accounts in arrears in accordance with the Tax Penalty By-law 5796/91 and the Tax Sale Penalty By-law 8157/2002.

Tax-Supported Services - Goods and services supplied by the City whose costs are supported, in whole or in part, by funds received through property tax revenues.

Tipping Fees - This revenue is generated from charging a per tonne rate to residential and commercial garbage delivered to the City landfills.

Transfers - Refers to transfers to and from reserves, departments, and/or funds.

Transfer to Capital - The mill rate supported funding source for capital projects. The transfer to capital amount is sourced from the general revenue (mill rate supported) fund and moved to the general capital fund to finance the City's capital priorities.

Transformative Fund - is separate and distinct from the current Land Operating Reserve to be funded from the sale of assets (e.g. John Bloomberg golf course, re-purposed golf lands of up to 30%, buildings leased to third parties) and that this fund support investments that transform the delivery of services and reduces the City's infrastructure deficit with a focus on recreation, public green space as well as preservation, protection and enhancement of Winnipeg's tree canopy. The fund should also include a requirement that a majority of the proceeds deposited into this fund be reinvested with the area in which the funds were generated.

The Transformative Fund policy and reserve is yet to be established. The fund manager is yet to be determined.

Transit Bus Replacement Reserve - On December 15, 1994, City Council approved the establishment of the Transit Bus Replacement Reserve Fund. The purpose of the reserve is to provide financing for the replacement or refurbishment of transit buses in a scheduled and pragmatic manner. Contributions to this reserve will be based on a budgeted appropriation from the Transit Department plus proceeds from the disposal of bus equipment and insurance claims on bus equipment written off. Upon the Transit Department making the outlay to replace or refurbish buses, this reserve will contribute towards that purchase.

The Director of Transit is the fund manager.

Glossary

Transit Infrastructure Reserve - On April 29, 2021 Council approved the establishment of the Transit Infrastructure Reserve for the purpose of funding the annual debt and financing costs incurred for the replacement of the North Garage capital project. Effective January 1, 2024, this reserve will be funded through dedicated property tax revenue transferred from the General Revenue Fund.

The Director of Transit is the fund manager.

Transit Plus - a service of Winnipeg's public transit system that provides door-to-door transportation for people who are unable to regularly use the City's fixed route transit system because they are legally blind or have significantly impaired mobility. Winnipeg Transit Plus registrants use a variety of mobility aides including scooters, canes, walkers, and both manual and motorized wheelchairs.

Transit Service Fare Revenue - The revenue generated when the type or class of fare is applied to the applicable rider. There are different rates based on time period (i.e. single ride, weekly, monthly, etc.), method (i.e. cash or e-card) and whether rider qualifies for a student, reduced or regular fare.

User Fees/Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Utility - A utility or public utility provides funding and maintains the infrastructure for and provides a rate based service that is consumed by the public such as water, wastewater, waste disposal, and public transportation.

Vacancy Management - Estimated savings derived from delaying the filling of vacant positions which were budgeted for.

Waste Diversion User Fee - This revenue is generated to fund new programs that provide residents with more ways to reduce, reuse and recycle. The fee is charged on a daily basis according to dwelling units and appears on the water bill.

Waste Diversion Reserve - On October 19, 2011, City Council approved the establishment of the Waste Diversion Reserve Fund for the purpose of funding waste diversion programs and projects. The reserve is to be funded by surplus monies collected through the waste diversion services user fee. The first transfer to the reserve occurred in 2013.

The Director of Water and Waste is the fund manager.

Water Service Sales Revenue - This revenue is generated when the water rate is applied to the amount of water used, as measured by the water meter. This covers the cost of bringing water from Shoal Lake to the consumer, including operating and maintaining the aqueduct, pumping stations, reservoirs, and distribution system.

Water Main Renewal Reserve - On February 18, 1981, City Council established this reserve fund for the purpose of financing the renewal of watermains. It was initially created by the transfer from the Waterworks System and funded through a frontage levy. Since 2009, the source of funding for the Water Main Renewal Reserve is water rates.

Glossary

The Director of Water and Waste is the fund manager.

Water Meter Renewal Reserve - On January 30, 2020, City Council authorized the establishment of the Water Meter Renewal Reserve to fund a program for the replacement and renewal of water meters with advanced meters. The reserve is funded by customers through the Daily Basic Charge.

The Director of Water and Waste is the fund manager.

Winnipeg Police Board - The Winnipeg Police Board provides civilian governance and oversight of the Winnipeg Police Service to improve transparency and accountability in policing. It is made up of seven civilian members. Five members are appointed by Winnipeg City Council and two are appointed by the Province of Manitoba. It receives its authority from Manitoba's Police Services Act (2009) and a City of Winnipeg By-Law (148/2012).

WINNpass – the WINNpass program provides eligible individuals or families the opportunity to purchase full-fare monthly transit passes at a reduced rate.

Workers Compensation Reserve - Under the terms of By-law No. 9802 of the former City of Winnipeg, provision was made for the establishment of a Workers Compensation Reserve Fund. On January 1, 1972, as a result of the amalgamation of the City of Winnipeg with former area municipalities, The Workers Compensation Reserve Fund was established in accordance with Section 338 of the former City of Winnipeg Act.

The City administers its workers compensation program on a self-insured basis. In lieu of paying premiums to the Workers Compensation Board of Manitoba, the City pays actual costs incurred plus an administration charge. Departments are charged actual costs as well as surcharges related to financing fatality pensions and upgrades of benefits. The net result is that costs and surcharges are transferred to/from the Workers Compensation Reserve Fund. The Workers Compensation Reserve Fund serves to counteract any budgetary fluctuation from year to year that would result from a work related incident of major proportions.

On April 29, 2015, Council approved an amendment to the purpose of the Workers Compensation Reserve
1) To include Permanent Partial Impairment awards for occupational disease claims and
2) That pension surplus/deficit from Workers Compensation Board be accounted for in the Workers Compensation Reserve.

The Corporate Controller is the fund manager.