Winnipeg

2020-2023 Multi-Year Budget

2023 Budget Update

2023 Preliminary Budget

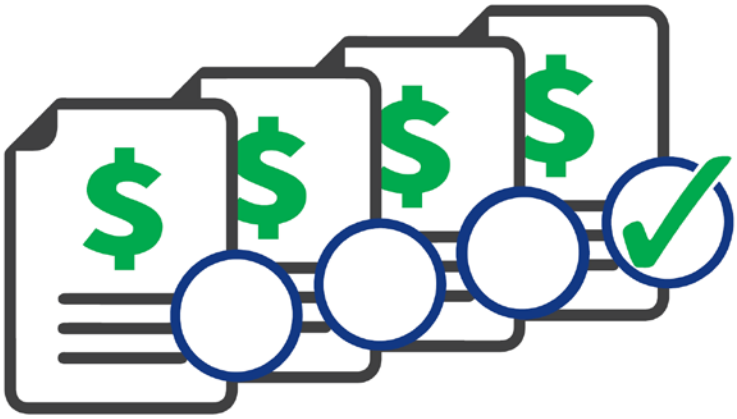
Operating and Capital

Volume 2



Photo: Kelly Krebs, courtesy Tourism Winnipeg

2023 Balanced Budget Update



Winnipeg, Manitoba, Canada

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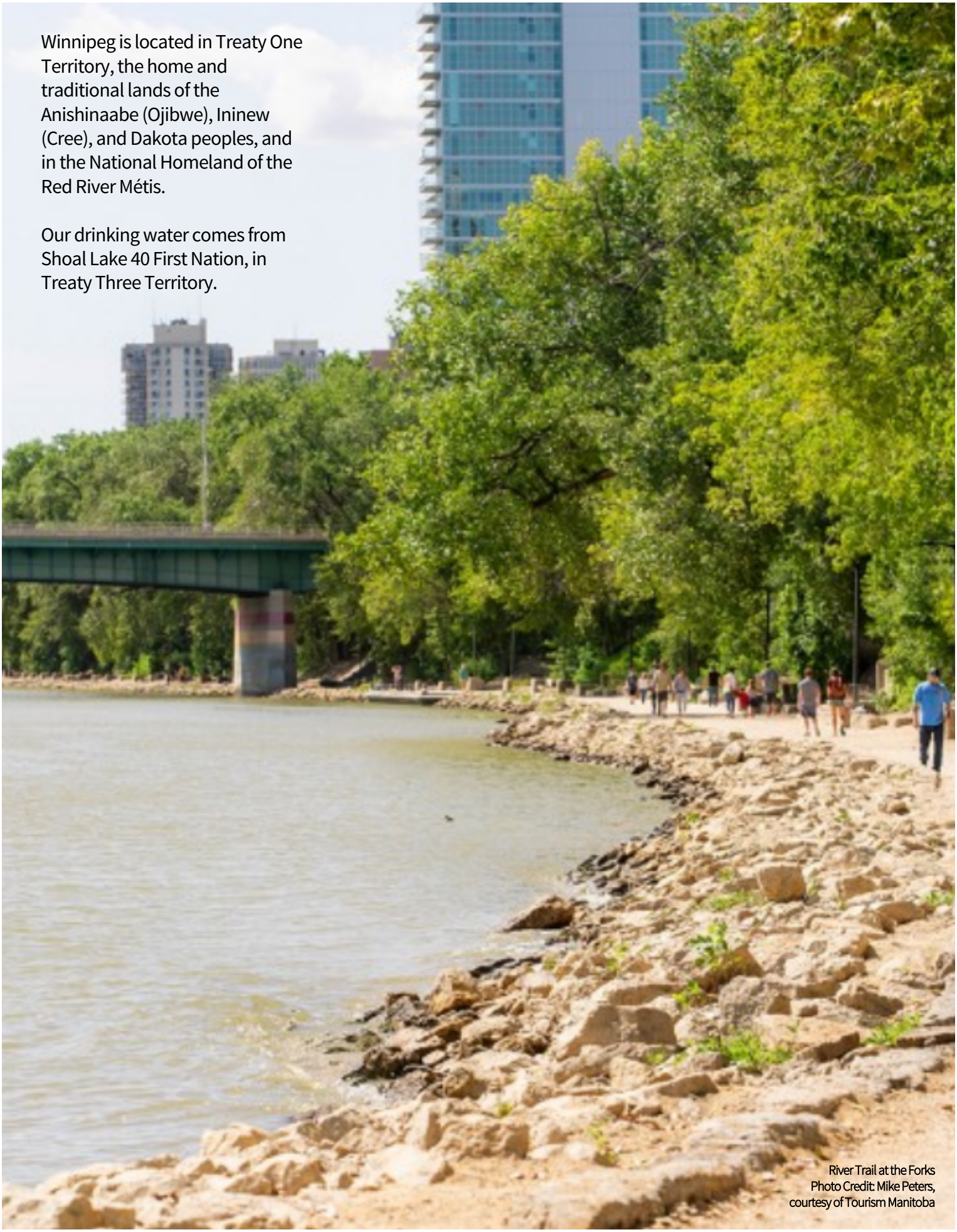
Winnipeg is located in Treaty One Territory, the home and traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis.

Our drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.



River Trail at the Forks
Photo Credit: Mike Peters, courtesy of Tourism Manitoba

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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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Winnipeg
Manitoba

For the Fiscal Year Beginning

January 01, 2022



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 Fiscal Year beginning January 1, 2022.

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.

We believe our current budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE AND ECONOMIC DEVELOPMENT

PRELIMINARY 2023 BALANCED BUDGET UPDATE

Introduction

We are pleased to table the Preliminary 2023 Balanced Budget Update to the 2020-2023 Multi-Year balanced budget.

The Multi-Year Balanced Budget is the City's core financial blueprint. It has helped us to weather the storm of over $200 million in revenue losses and expenses as a result of the COVID-19 pandemic while protecting critical city services and improving our credit rating with international bond rating agencies.

We embark on this year's balanced budget update fully aware of the challenges and tough choices that lie ahead. Businesses, residents and the City's finances continue to be impacted by the pandemic and inflation. However, with the provincial public health orders for the pandemic lifted and signs of inflation easing we are optimistic as to the pace of our City's recovery in 2023.

2023 is also the first full year of the newly elected Mayor and Council. It is an opportunity to forge a new and collaborative working relationship among all members of Council, our federal and provincial partners and the residents that we serve.

The Preliminary 2023 Balanced Budget Update reflects feedback received by the Chair of Finance and Economic Development from all members of Council. It was developed with recommendations from a four-member budget working group with equal representation from Executive Policy Committee and non-Executive Policy Committee Council members, a contrast to the process from previous years. It also reflects many of the ideas and feedback that we have received from residents, businesses and community stakeholders.

The Preliminary 2023 Balanced Budget Update presents a balanced operating budget for 2023 while keeping taxes affordable and continuing investments in critical infrastructure and services to maintain our quality of life, care for our most vulnerable residents and support a growing City.

Addressing the 2023 Budget Shortfall

Before addressing any new costs related to the COVID-19 pandemic and inflationary pressures we were facing a shortfall of approximately $5.4 million in the tax supported budget for 2023 due to the following:

- $4.2 million for the negotiated settlement with CUPE, increases to CPP and EI rates and other adjustments;
- ~$900,000 for Council approved snow clearing changes in 2022; and
- $253,000 for increases to the Universal Funding Formula for Community Centres due to inflation and population growth.

In 2023 the City will face a COVID-19 related shortfall of $16.5 million in the tax supported budget primarily from reduced transit ridership levels and a lower dividend from the Parking Authority due to lower parking revenues. In 2023 the City will also face an estimated $11.9 million more in fuel costs in the tax supported budget due to increases in the price of fuel on world-wide markets.

The total shortfall in the 2023 tax supported operating budget due to non-discretionary costs is $33.8 million. This includes the non-COVID shortfall of $5.4 million, $16.5 million in COVID costs and $11.9 million in additional fuel costs.

The Preliminary 2023 Balanced Budget Update includes several measures to eliminate the budget shortfall and bring the tax supported operating budget back into balance. More details on these measures can be found in Volume 2 of *The Preliminary 2023 Budget Update*. However, two of the most significant measures include:

- $22.8 million allocation from the new federal and provincial COVID-19 transit funding, and;
- $10.4 million in reduced expenses, vacancy management and a transfer of capital cost savings from prior years to the 2023 tax supported operating budget.

The Preliminary 2023 Budget Update also includes an efficiency savings target of $33.5 million which will be achieved through draws from reserves and cost savings across various departments. This is a decrease from the $40.6 million of efficiency savings originally included for 2023 in the Multi-Year Balanced Budget.

New Revenue and Investments in 2023

The property tax increase in 2023 will be limited to 3.5 percent. Two percent of this increase will be invested in regional and local road renewal and .33 percent will be dedicated to financing the Southwest Rapid Transitway, consistent with previous years. The remaining property tax increase of approximately 1.17 percent generates an estimated $7.8 million which will support new investments in 2023 including:

- $3.6 million to protect and renew Winnipeg's tree canopy. This results in a total operating and capital investment in trees of $26.3 million in 2023, an increase of $4.7 million from last year.
- $1.1 million to increase the budget of 311 Services by 25 percent from 2022 to facilitate the recruitment of new staff and to retain existing staff.
- $1.0 million to support new investments in additional 24/7 safe spaces for unsheltered and at-risk residents.
- $1.0 million to increase transit service to its full service capacity prior to the pandemic, phased in over 2023.
- $450,000 to begin to establish neighbourhood action teams to complement the services provided by Public Works and other city departments.

- $400,000 to restore the annual operating grant to the Winnipeg Arts Council.
- $250,000 continue support for the operations of the Downtown Community Safety Partnership.

The Frontage Levy will be increased by $1.50 per foot from $5.45 to $6.95 in 2023. This generates an estimated $17.8 million annually which will be dedicated to road renewal in 2023, consistent with the requirements of *The City of Winnipeg Charter*. This additional revenue will support:

- $12 million more for regional and local street renewal;
- $3 million more for active transportation investments attached to road renewal projects; and
- $2.8 million to advance planning and design for the Chief Peguis extension and expansion of Kenaston Boulevard, as a first step in a Trade Corridors renewal strategy.

The property tax increase of 3.5 percent together with the frontage levy increase of $1.50 per foot will result in the average Winnipeg single family homeowner paying $142 more in 2023. This will ensure that Winnipeg's municipal property taxes remain among the most competitive in Canada. Actual increases will likely be significantly lower for residents of townhouses, condo apartments and other multi-family units, owing to substantially lower per-unit liability for frontage on these properties.

The preliminary 2023 Balanced Budget Update includes an investment of $5 million to launch a new transit safety and security initiative, funded by Provincial COVID-19 transit funding.

The Preliminary 2023 Balanced Budget Update includes an initial investment of $100,000 for the Millennium Library to undertake a safety and security audit and begin the necessary security upgrades to ensure a safe and welcoming environment for patrons and staff at this facility. Further investments in security may be forthcoming pending the recommendations of an ongoing security review.

The Preliminary 2023 Balanced Budget includes a new investment of $150,000 to support consulting services to operationalize the Municipal Service Delivery Agreement for the historic Naawi-Oodena development as well as $282,000 to support three new staff to develop and implement a new Road Safety Strategic Action Plan.

The Preliminary 2023 Balanced Budget Update includes an investment of $488,000 to support four to five more permanent full-time staff within the City's permit processing department, consistent with Council approved 2022 budget recommendations, to invest increases in permit revenue back into improving the permit service. The Preliminary 2023 Balanced Budget Update also includes a further $2 million investment to maintain temporary staff in the Planning, Property and Development department to ensure timely processing of permits.

Business tax revenue is expected to increase by $1.9 million in 2023. The Business Tax rate will remain unchanged at 4.84% in 2023. The Small Business Tax threshold will increase from $44,220 in 2022 to $47,500 in 2023 as a result of re-assessment which will ensure that approximately 55 percent of all businesses will be exempt from paying this tax which is similar to 2022.

Increases to most City fees and charges will be limited to the rate of inflation of 3.2 percent, 1.2 percent higher than the increase of 2 percent in the multi-year balanced budget. The increase to transit fares will be limited to five cents which is consistent with the multi-year budget.

The 2023 Preliminary Balanced Budget Update also includes new fees to more accurately reflect the cost of City services that do not currently have fees. A complete list of new fees can be found in Volume 2 of *The Preliminary 2023 Budget Update*.

Overall, the tax supported budget will increase by 7.3 percent in 2023, 4.5 percent higher than the increase in the multi-year budget (2.8 percent). The 2020 to 2023 operating tax supported budget (excluding capital related expenditures) is increasing by an average of 2.2 percent, a slight increase from the 4-year average in the 2022 budget update of 1.3 percent.

Replenishing the Financial Stabilization Reserve (FSR)

Prior to the onset of the pandemic, the FSR had a balance of about $100 million which was above the Council mandated level of six percent of tax-supported expenditures.

The FSR has fulfilled its purpose to stabilize the City's finances over the last three years of the pandemic. However, the financial impact of COVID-19 and other pressures has significantly depleted the FSR, leaving a current forecasted balance of only $5.2 million which is below the Council mandated level. Conversely, the City's waterworks utility has incurred a larger than projected surplus during the pandemic mostly due to higher water consumption rates.

To assist in replenishing the FSR, the Preliminary 2023 Balanced Budget Update includes a one-time transfer of $15 million from the retained earnings of the waterworks utility to the FSR. This transfer is incremental to the existing dividend from the water and sewer utility to the tax supported operating budget.

This transfer of $15 million will increase the balance of the FSR but will still leave the FSR below its Council mandated level of six percent of tax-supported operating expenses. Therefore, later in 2023 and/or as part of the 2024 multi-year budget process, the Public Service will bring forward recommendations for Council's consideration to further replenish the FSR to its required level.

Six-Year Capital Investment Plan

The Preliminary 2023 Budget includes a six-year capital investment plan of approximately $3.1 billion. Key investments include:

- $155.8 million for regional and local road renewals in 2023. This reflects an increase of $18.9 million from the projected level of $136.9 million last year and is part of a six-year $977.4 million investment in road renewals.
- $10.4 million for the protection and enhancement of Winnipeg's tree canopy in 2023. This is an increase of $4.2 million from the projected level of $6.2 million last year, and is part of a six-year $56.7 million capital investment in the urban forestry renewal program.

- $60 million to provide water and sewer servicing to the first phase of CentrePort South, an increase of $40 million from last year due to new provincial/federal funding support.
- $18 million ($3 million in 2022 and $15 million in 2023) to begin work on a nutrient removal plan for the North End wastewater treatment plant.
- $12.6 million to celebrate Winnipeg's 150th anniversary by preserving it's past—an investment in the City's archival documents and artifacts in the City Archives by beginning work on renovating and returning to the former archives building at 380 William Avenue.
- $10.9 million for a new fire paramedic station in Waverley West in 2024 to be heated and cooled by geothermal technology.
- $22.3 million for the transition to convert the diesel bus fleet to electric and/or hydrogen fuel cell buses with a total $267.8 million over the six-year capital program.
- $2.9 million for the implementation of a Citizen Portal project to improve citizen visibility into the progress of their requests and the first step to continue to improve services.
- $2.0 million for the preliminary design of the East of Red RecPlex, to develop a regional recreation and aquatic facility.

The six-year capital plan of $3.1 billion will be financed by grants from other levels of government of $700.7 million, reserves and frontage levies of $1.8 billion as well as external debt of $275.2 million. The level of external debt in the six-year capital forecast is within the City's self-imposed debt limits.

Conclusion

The 2023 Balanced Budget Update is the final year of the City's first ever multi-year balanced budget. We believe that it is a disciplined plan that ensures services are provided at an affordable cost by investing taxpayer dollars responsibly. It is also a plan that recognizes the challenges and opportunities that we collectively face as a City and the investments required to address them.

In 2023 we must remain focused on ensuring we are providing maximum value for taxpayers by continuing to scrutinize all of our expenditures. And, we must also continue to work with our federal and provincial partners to maximize Winnipeg's share of funding for infrastructure and services that will support our growing city.

The Covid-19 pandemic and related policies created significant disruption for the City of Winnipeg and other municipalities. While provincial and federal governments could use deficit financing and rely on robust consumption tax and growth revenues to pivot out of the pandemic economy, municipalities like Winnipeg have had to rely on emergency reserves, service cuts and assistance from other governments to ride out the storm. With that in mind, Winnipeg is grateful for recent action by provincial and federal governments to invest in city services and in Winnipeg's recovery on several fronts. Recent confirmation of federal and provincial transfers to compensate for lost transit revenues during the pandemic, recent federal investments in Winnipeg's tree canopy maintenance and expansion and recent provincial announcements of funding to restore a joint RCMP-Winnipeg warrant unit and to invest in the CentrePort South opportunity are all examples of how the federal and provincial governments are critical partners in the City of Winnipeg's success.

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

Scott Gillingham
Mayor



Jeff Browaty
Chair, Standing Policy Committee on Finance and Economic Development



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Operating Budget Recommendations

1. That the following recommendations with respect to the 2023 Preliminary Operating Budget be approved by Council:

   A. That the 2023 Preliminary Operating Budget (page 81), including the budget for reserves (Appendix 3), be reviewed and approved by Council; and

   B. That the City's mill rate be decreased from 13.468 to 12.900 for 2023, for the purpose of raising revenue as required for the annual operating budget.

   Notes:

   i. This mill rate of 12.900 in 2023 includes a 3.50% property tax increase. The income generated by this 2023 increase will be dedicated as follows:
      a. a 1.17% property tax increase dedicated to the tax-supported operating budget,
      b. a 1.70% property tax increase dedicated to the renewal of local streets, lanes and sidewalks;
      c. a 0.30% property tax increase dedicated to the renewal of regional streets and sidewalks, and bridges; and
      d. a 0.33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project

   ii. The 2023 0.33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project is the last of an eight-year commitment begun in 2016.

   iii. The 0.33% property tax increase for 2024 and 2025 is to fund the annual debt and financing costs incurred from the replacement of the North Garage capital project.

   C. That, effective January 1, 2026, the Transit Infrastructure Reserve be funded through an annual 0.33% property tax increase for the years 2026, 2027 and 2028, in alignment with the Transit Master Plan, and the purpose of the reserve be expanded to include:

      i. Transit infrastructure, including but not limited to, bus rolling stock and related charging infrastructure; and

      ii. Land acquisition; and

      iii. Associated costs.

D. i. That the City's business tax rate remain at 4.84% in 2023; and

ii. That Council enact a Small Business Tax Credit By-law for 2023 under section 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 $ 47,500 or less in 2023 ($44,220 in 2022).

E. That the frontage levy rate be increased by $1.50 per foot from $5.45 to $6.95 effective January 1, 2023.

F. That Council approve transfers between funds, including reserve funds, outlined in the 2023 Operating Budget (Appendix 4 Transfers from/to the General Revenue Fund) to take place in 2023, subject to the following conditions on transfers from reserve funds:

i. The Chief Financial Officer must first certify that the amount remaining in each reserve fund after the transfer is greater than the amount required for the purpose for which the fund was established; and

ii. The fund must not enter into a deficit position as a result of the transfer.

G. That Council approve the new and above-inflation fees and charges as outlined in Appendix 8.

H. That, in response to COVID-19 pandemic, Council direct Winnipeg Transit to:

i. Maintain 2022 Transit service levels effective January 1, 2023 through the end of the 2023 spring service schedule (tentatively scheduled to end June 17, 2023) (which is a 6% reduction from 2019 service levels);

ii. Increase service levels effective the 2023 summer service schedule (tentatively scheduled for June 18 to September 2, 2023) to reflect a 3% reduction from 2019 service levels;

iii. Fully restore transit service to 2020 budgeted levels effective the 2023 fall service schedule onward (tentatively scheduled to start September 3, 2023).

I. That Council direct Winnipeg Transit to adopt On-Request Transit as a way of providing demand-responsive transit service in Winnipeg and that the Dial-a-Ride Transit system be cancelled at the same time.

J. That Council require that prior to payment of grants exceeding $10,000 approved in the 2023 operating budget, the City enter into, execute and deliver a grant agreement with each grant recipient, and the Chief Financial Officer be authorized to negotiate and approve the terms and conditions of each grant agreement in accordance with the budgetary approval and such other terms and conditions deemed necessary by the City Solicitor/Director of Legal Services to protect the interests of the City.

K. That the 2023 grants and grant delegations as set out in the Listing of Grants/Payments in the Supplement to the 2023 Budget and Appendix 2 Listing of Grants/Payments be approved.

L. 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 $62.00 ($60.00 in 2022); and

ii. For the electronic making out and mailing of a tax certificate requested electronically to $46.00 ($44.00 in 2022).

M. That By-law 7075/97 (Unserviced Residential Premises Tax Credit) be repealed to eliminate its real property tax credits (Minimal Municipal Services) for the 2023 taxation year.

N. That prior years' tax supported cash to capital ($960,160), frontage levy ($504,873) and other surpluses, 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 2023 tax supported operating budget.

O. Further to Council approval on March 24, 2022 to establish a new reserve fund for climate change initiatives funded by the net proceeds of the sale of natural gas, and its approval on September 22, 2022 of the creation and terms of reference of the Climate Action and Resilience Committee, that Council approve the following for the said reserve:

i. Name of the Reserve: Climate Action Reserve;

ii. Purpose: funding climate action initiatives in alignment with the City's strategic plans to meet the goal of net zero emissions. These initiatives will focus on studies, analysis and the development of policies, strategies and procedures relating to climate action;

iii. Fund Manager: Director of Water and Waste Department;

iv. Committee name and role: Climate Action Steering Committee consisting of internal City departments tasked with prioritizing the climate action initiatives to be funded from the Climate Action Reserve.

P. That Council reiterate its prior direction to the Public Service to continue to pursue a new agreement with Shared Health Inc. 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.

Q. That Council enact amendments to the Cemetery By-law 130/2007 to allow for up to 75% of the yearly earnings from the Perpetual Maintenance Reserve Funds to be utilized to undertake improvements or maintenance in cemeteries.

R. To reduce deficit risks, that any additional, unbudgeted and unallocated revenue received from inter-governmental transfers or other similar sources in 2023, that is not earmarked for any specific incremental purpose, shall be dedicated to reduce in-year Corporate efficiency targets.

S. That in order to replenish the Financial Stabilization Reserve that has been depleted due to increased external cost pressures such as COVID-19 pandemic, inflation and snow clearing costs, and notwithstanding Council restrictions that may have been placed on the funding of the Financial Stabilization Reserve, that Council approve a one-time transfer of $15 million in 2023 from the retained earnings of the Waterworks Fund to the Financial Stabilization Reserve (FSR).

T. That Council direct the Planning, Property and Development Department to report back to the appropriate committee of Council on or before September 30, 2023 on:

i. Status update on the implementation of Provincial statutes and regulations concerning the approval of land use planning decisions and building permits (Bills 34, 37 and 38);

ii. Resources required to address these statutes and regulations; and

iii. Potential changes to the Permit Reserve in order to implement service and system changes necessitated by Bills 34, 37 and 38.

U. That the Chief Financial Officer be granted the authority to do all things necessary to ensure that a program of insurance is in effect at all times to adequately protect the City from losses or claims, and to this end that the

Chief Financial Officer be authorized to negotiate and approve the terms and conditions of contracts of insurance, subject to the contracts including terms and conditions deemed necessary by the City Solicitor/Director of Legal Services to protect the interests of the City.

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 2023 Preliminary Capital Budget and 2024 to 2028 Five-Year Capital Forecast be approved by Council:

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

i. 2023 Preliminary Capital Budget (pages 83 and 323); and

ii. 2024 to 2028 Five Year Capital Forecast (pages 83 and 323).

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

i. $50.466 million external borrowing for 2023 tax-supported operations, including Transit and Municipal Accommodations;

ii. $2.1 million external borrowing for 2023 tax-supported internal financing; and

Note: A separate borrowing authority in the amount of $10.9 million for the Winnipeg Fleet Management Agency SOA is being put forward for Council consideration and approval as part of the SOA's 2023 Business Plan report.

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

Year	$ Millions
2023	6.419 (budget)
2024	23.900 (forecast)
2025	22.900 (forecast)
2026	24.520 (forecast)
2027	23.836 (forecast)
2028	27.553 (forecast)

D. That Council approve all other transfers from prior years' surplus or authorizations, to and from reserves and other funds outlined in the 2023 Capital Budget (identified in Appendix 4 of the Supplement to the 2023 Preliminary Budget), subject to the following conditions on transfers from reserve funds:

i. That the Chief Financial Officer must first certify that the amount remaining in each reserve fund after the transfer is greater than the amount required for the purpose for which the fund was established; and

ii. The fund must not enter into a deficit position as a result of the transfer.

E. Whereas the following expenditures – in addition to the expenditure of funds authorized by the Expenditure before Budget Adoption By-law – do not exceed 30% of the expenditures estimated in the capital budget for 2023, that Council authorize expenditures on the following projects in 2023 or prior to the adoption of the 2024 capital budget as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of The City of Winnipeg Charter to facilitate timely work on the projects:

i. Up to $48.100 million for various Regional Non-accelerated Street Renewal projects (Attachment 1);

ii. Up to $23.200 million for St. Vital Bridge Rehabilitation;

iii. Up to $162,000 for Public Works' Portable Traffic Study Equipment;

iv. Up to $2.992 million for Transit's Hoist Replacement at Fort Rouge Garage;

v. Up to $1.013 million for Radios and Intelligent Transportation System (ITS) Replacement; and

vi. Up to $31.000 million for the Transition to Zero Emission Buses.

F. That Council approve the suspension of applications and new grants from the Community Incentive Grant Program (CIGP) effective March 22, 2023, with the result that no additional funding under that program may be approved after that date but previously approved funds will continue to be made in accordance with agreement made pursuant to the approvals. A ward-by-ward community granting program will be developed ideally through the modification of an existing program, with details to be confirmed in advance of the new multi-year budget.

G. That the following CIGP amounts, less any amounts approved pursuant to the CIGP Program in respect of those wards between September 30, 2022 and March 22, 2023, be expended in each applicable ward in accordance with the Land Dedication Reserve Policy expenditure criteria and approval process.

Balance as of September 30, 2022:

Charleswood – Tuxedo – Westwood	$ 326,142
St. James	304,722
Waverley West	125,927
Daniel McIntyre	289,949
Fort Rouge – East Fort Garry	78,059
River Heights – Fort Garry	192,214
North Kildonan	99,483
Elmwood – East Kildonan	49,487
Transcona	12,616
Mynarski	7,077
Old Kildonan	221,074
Point Douglas	53,251
St. Boniface	6,129
St. Vital	5,786
St. Norbert – Seine River	73,488

H. That Council approve the transfer of $90,000 surplus funds related to the Ron Duhamel Tennis/Pickleball Courts and Shirley Render Park Pathways projects from the 2020 Golf Lands Repurposing Review and Recreation Amenities capital program to the Land Dedication Reserve for use in the St. Vital ward.

I. That, contrary to Council direction on October 28, 2015, instead of automatically revising the threshold for Major Capital Project reporting for annual capital construction inflation, the same threshold as 2022 Budget be maintained at $25 million for 2023 Budget.

J. That the Multi-year Budget Policy (City Policy CO-016) be amended to provide that at the start of each multi-year budget cycle, the Public Service shall propose a revised threshold for Major Capital Project reporting, if required, is to be utilized for that 4-year budget.

K. 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 2024 Capital Budget

REGIONAL STREET RENEWAL PROGRAM **Authorization ($000's)**	**2024**
Regional Non-Accelerated Street Renewals:	
Selkirk Ave - Main to Salter	500
Inkster Blvd - Sheppard St to Main St	5,850
Bishop Grandin Blvd - St. Anne's Rd to River Rd	3,950
Grant Av EB - Stafford St to Rockwood St Grant Av WB - Stafford St to Harrow St	1,450
Downtown Streets: 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	8,100
McGregor St / Partridge Av McGregor St - Church Av to McAdam Av McGregor St - Seven Oaks Av to Leila Av Partridge Av - McGregor St to Main St	8,700
Taylor Av Taylor Av EB - Renfrew St to Borebank St Taylor Av WB - Borebank St to Centennial St	3,300
Dugald Rd - Plessis Rd to 390 m east of Ravenhurst Plessis Rd - #984 Plessis to Fermor Av	5,550
St. Vital Bridge Renewal Roadworks	10,700
Total First Charges on Non-accelerated Regional Street Renewal Program	**48,100**

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Overview

Photo Credit: Grant Hardman

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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; 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 Letter from the Mayor and Chair of Standing Policy Committee on Finance and Economic Development, and the budget recommendations to be submitted for Council approval.

Overview provides key information about the operating, reserves, and capital budgets.

- Reader's Guide;
- Organizational Structure;
- 2023 Budget at a Glance identifies and summarizes the City budgets, including a listing of major funds on a consolidated basis;
- Top Ten Budget Questions;
- Basis of Budgeting provides the guidelines and key steps in developing the budget;
- Budget Presentation provides the highlights, priorities and budget challenges; and
- Overview and Context provides information about the public consultation process, performance measurements and how the operating and capital dollars are to be spent.

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 2023 and their alignment to the services that each SPC or Board is responsible for.
    - Page references on the Financial and Staff 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, alignment of service goals and performance measures with OurWinnipeg goals and strategic priorities, 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.
  Note that some services have included citizen survey result in 2023 Budget Volume 2 even though they are already reported in Volume 1.

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

A **Supplement to the 2023 Budget** will also be available to readers of this document. This will include capital budget and other budget information such as:

- Capital Project Summary provides a listing of capital projects for 2023 through 2028
- Capital Project Detail by department
- Listing of Grants / Payments
- Appendices
- https://winnipeg.ca/finance/documents_page.stm#Budgets

The **Community Trends and Performance Report, Volume 1 for the 2023 Budget** can be found here https://legacy.winnipeg.ca/cao/pdfs/CommunityTrendsandPerformanceReportVolume1_2023.pdf

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City of Winnipeg Council



Mayor Scott Gillingham



Matt Allard
ST. BONIFACE



Jeff Browaty
NORTH KILDONAN



Markus Chambers
ST. NORBERT - SEINE RIVER



Ross Eadie
MYNARSKI



Shawn Dobson
ST. JAMES



Cindy Gilroy
DANIEL MCINTYRE



Evan Duncan
CHARLESWOOD - TUXEDO - WESTWOOD



Janice Lukes
WAVERLEY WEST



Brian Mayes
ST. VITAL



Russ Wyatt
TRANSCONA



John Orlikow
RIVER HEIGHTS-FORT GARRY



Sherri Rollins
FORT ROUGE - EAST FORT GARRY



Vivian Santos
POINT DOUGLAS

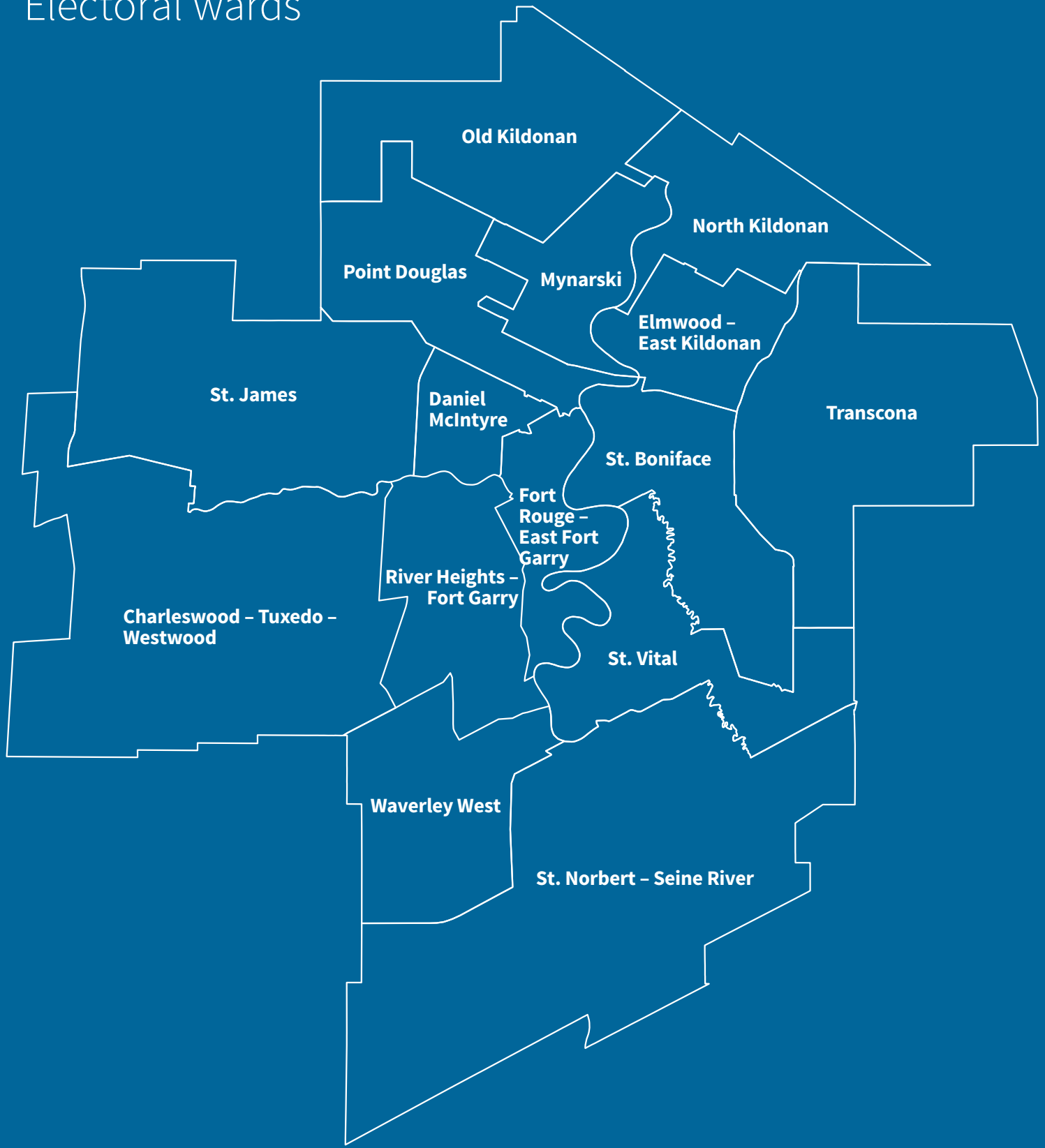


Jason Schreyer
ELMWOOD-EAST KILDONAN



Devi Sharma
OLD KILDONAN

Electoral wards

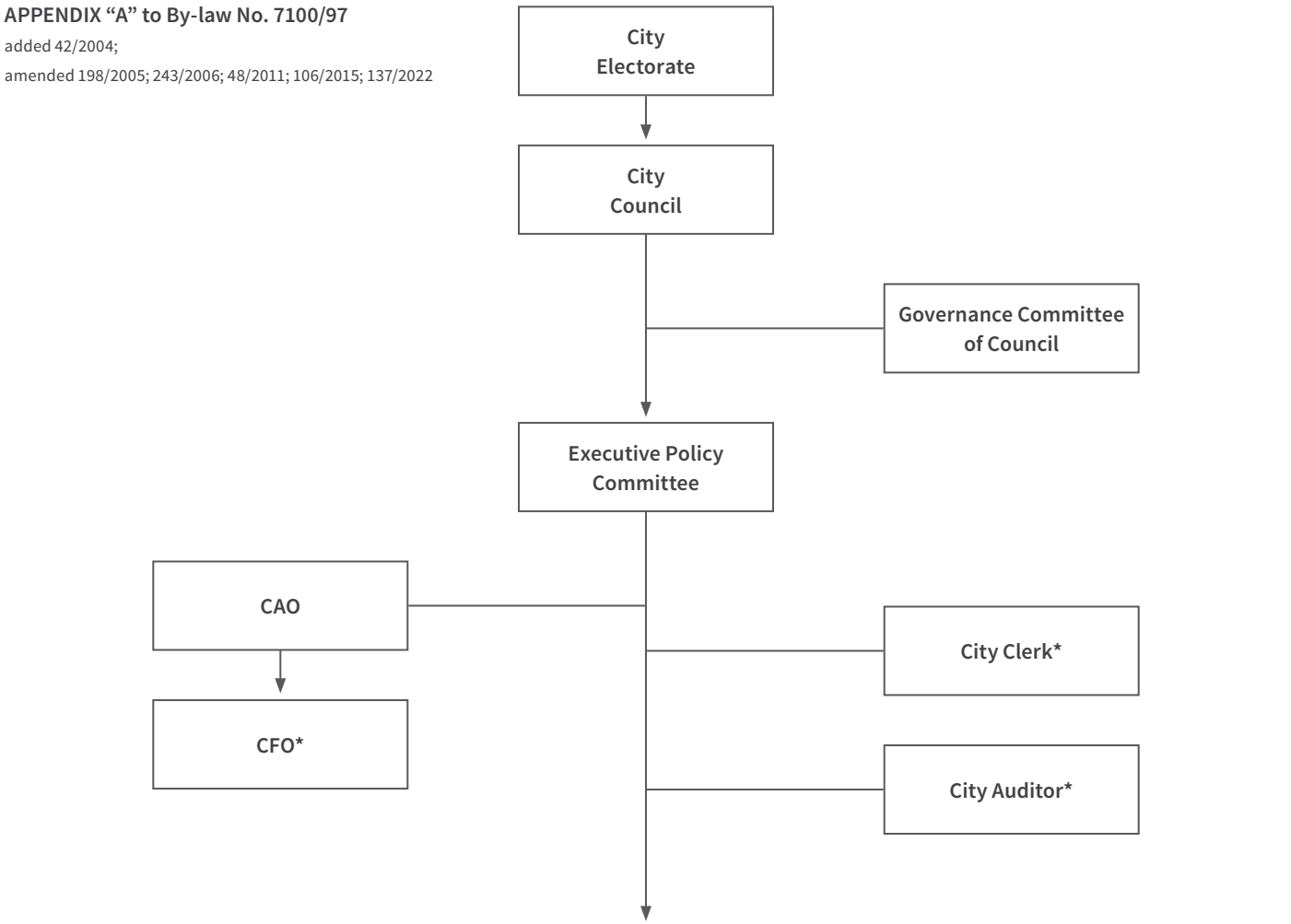


City of Winnipeg Organization

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

added 42/2004;

amended 198/2005; 243/2006; 48/2011; 106/2015; 137/2022



Standing Policy Committee on Community Services

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

Standing Policy Committee on Finance and Economic Development

- Additional Appropriations
- Economic Development

Standing Policy Committee on Property and Development

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

Standing Policy Committee on Public Works

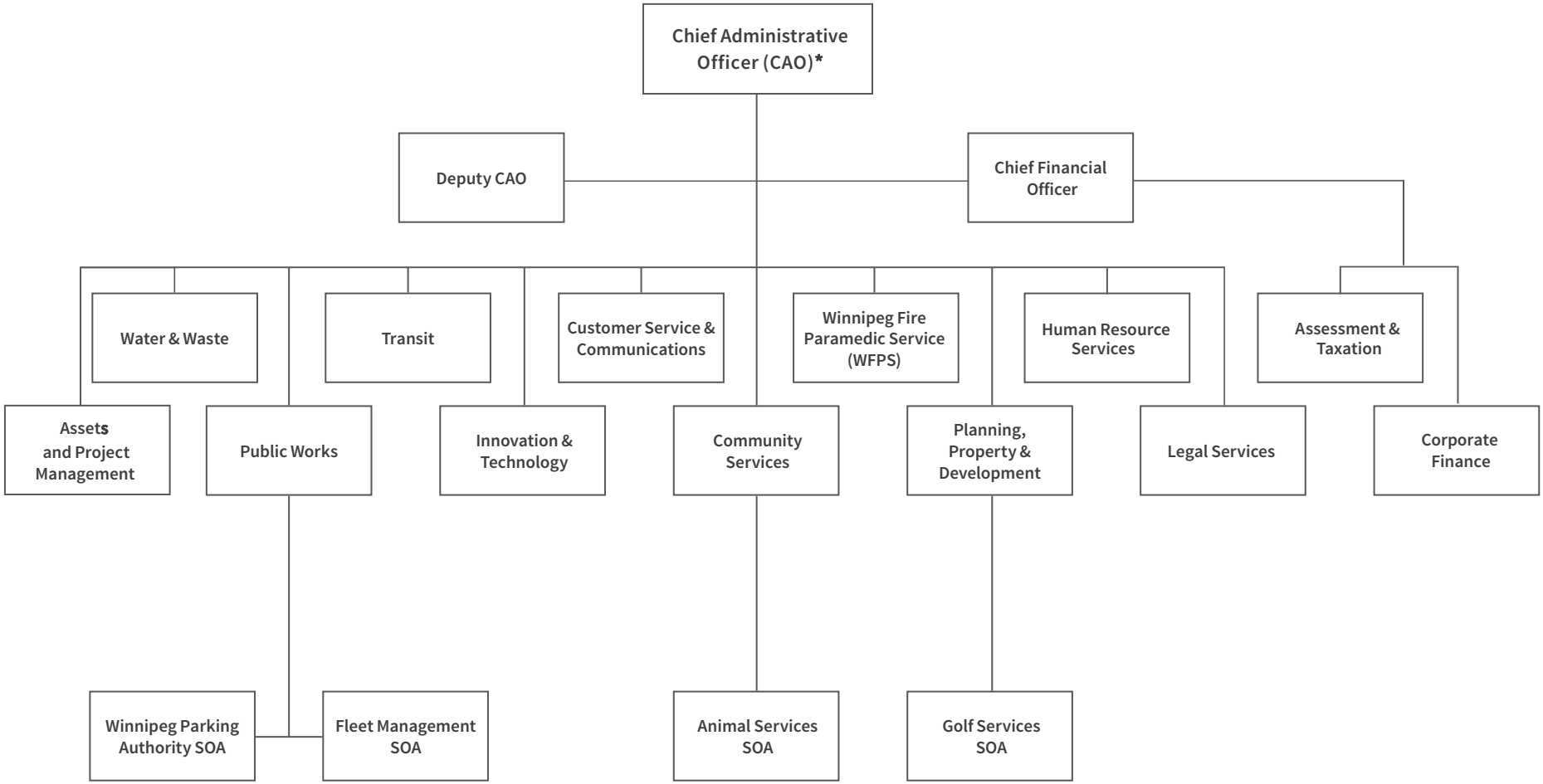
- Engineering Services
- Fleet Management
- Public Works Maintenance
- Traffic Control
- Transit
- Transportation Planning
- Winnipeg Parking Authority

Standing Policy Committee on Water, Waste and Environment

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

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

Winnipeg Public Service



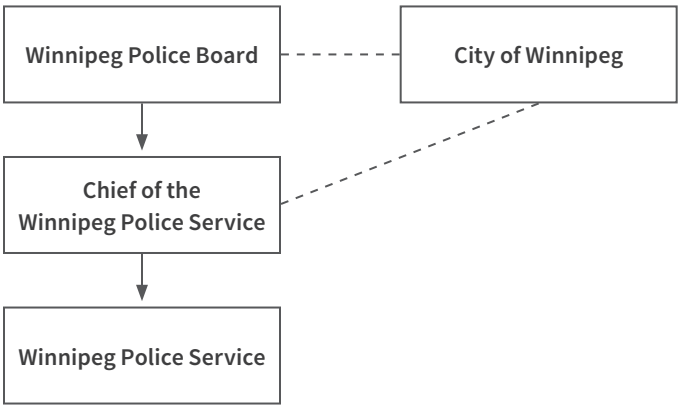
Notes:

1. Museums is managed by City Clerks.
2. Street Lighting is included in Public Works.
3. Office of Policy and Strategic Initiatives supports the Executive Policy Committee.
4. Mayor's Office and Council are reflected in the organizational chart consistent with By-law 7100/97.
5. Police Service is noted on the next page.
6. Up to date as at December 31, 2022.

City Auditor* | City Clerk*

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

Winnipeg Police Service



Notes:

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

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2023 Budget at a Glance

(In millions of $)

Revenue

	2022 Adopted Budget	2023 Preliminary Budget
Tax Supported Operations	1,194.6	1,282.3
Utilities	698.6	737.1
Special Operating Agencies	74.8	82.5
Reserves	363.3	323.2
Total Revenue	**2,331.3**	**2,425.1**

Expenditures

	2022 Adopted Budget	2023 Preliminary Budget
Tax Supported Operations	1,194.6	1,282.3
Utilities	732.2	700.3
Special Operating Agencies	74.2	84.8
Reserves	327.2	341.0
Total Expenditures	**2,328.2**	**2,408.4**
Surplus / (Deficit) before Other Adjustments	**3.1**	**16.7**

Notes:

1. The consolidated budgets are presented in Appendix 7 of Volume 2 for 2023. The reconciliation from the adopted 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 20 of 2023 Budget Volume 1.

2023 Budget at Glance
Reconciled to the Consolidated Budget - By Fund

(in millions of dollars)	Budget At A Glance	Consolidating Entries	Consolidated Budget
Revenues			
Tax Supported	$ 1,282.3	$ (50.1)	$ 1,232.2
Utilities	737.1	(230.9)	506.2
Special Operating Agencies	82.5	(55.2)	27.3
Reserves	323.2	(221.3)	101.9
Capital		246.4	246.4
Civic Corporations		59.1	59.1
Total Revenues	**2,425.1**	**(252.0)**	**2,173.1**
Expenses			
Tax Supported	1,282.3	(417.8)	864.5
Utilities	700.3	(226.3)	474.0
Special Operating Agencies	84.8	(8.8)	76.0
Reserves	341.0	(298.0)	43.0
Capital		337.5	337.5
Civic Corporations		98.8	98.8
Total Expenses	**2,408.4**	**(514.6)**	**1,893.8**
Excess / (Deficiency) Revenues Over Expenses	**16.7**	**262.6**	**279.3**

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

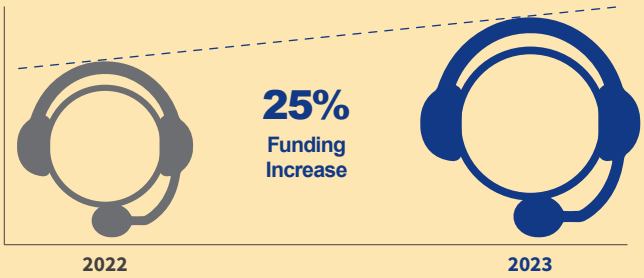
Revenues	
1. Eliminate inter-fund transfers	(462.9)
2. Eliminate fleet charges paid by City entities	(48.7)
3. Eliminate grants to Civic Corporations	(20.4)
4. Eliminate property taxes paid by City entities	(18.6)
5. Eliminate water revenue paid by City entities	(3.3)
6. Eliminate general government charges	(3.8)
7. Include capital related revenue, net of inter-fund transfers	246.4
8. Include revenue for Civic Corporations, net of inter-fund transfers	59.1
9. Other	0.2
	(252.0)

Expenses	
1. Eliminate inter-fund transfers	(878.6)
2 Eliminate fleet charges paid by City entities	(48.7)
3 Eliminate grants paid to Civic Corporations	(29.0)
4. Eliminate property taxes paid by City entities	(18.6)
5. Eliminate water expense paid by City entities	(3.3)
6. Eliminate general government charges	(3.8)
7. Include capital expenses, net of inter-fund transfers	357.9
8. Include expenses for Civic Corporations	98.8
9. Increase in liability for environmental issues, vacation and workers' compensation	12.1
10. Other	(1.4)
	(514.6)

2023 Preliminary Budget* at a Glance

Winnipeg

Customer Service



- An immediate **25%** increase in the funding level for **311** to enable recruitment of additional staff and improve retention of existing staff
- **$450,000** to begin development of Neighbourhood Action Teams to improve cleaning, plowing, and repair of public spaces
- Gradual restoration of transit service to **100%** of pre-pandemic capacity over the course of 2023
- Investment of **$2.9 million** to develop citizen portal

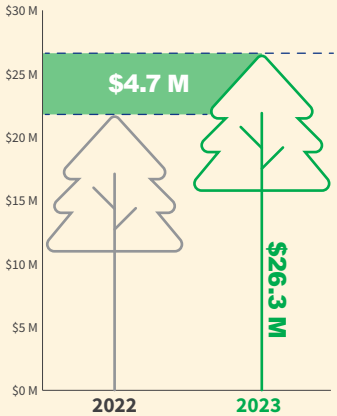
Economic Development



- An investment of **$2.8 million** in trade corridors from the increase to the frontage levy to support planning of the Chief Peguis Trail extension and Kenaston widening
- Provincial announcement to add **$40 million** to the previously budgeted water and sewer work in CentrePort South
- Business Tax rebate threshold expanded to keep **55%** of businesses off the rent-based business tax roll
- **$400,000** to fully restore the annual grant to the Winnipeg Arts Council
- Funding for consultant contract to begin operationalizing **Naawi-Oodena**
- Investment in permits staff

Key Expenditures

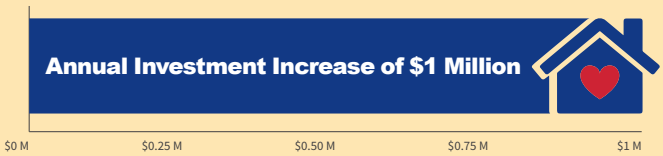
Investments in Infrastructure and Natural Assets



- An investment of **$26.3 million** (*capital and operating*) in Winnipeg's tree canopy in 2023, a **$4.7 million** increase from 2022
- An investment of **$12.6 million** to build a new centre for Winnipeg's Archives to be located in the Carnegie building on William Avenue
- An investment of **$155.8 million** in road renewals in 2023, which is a **$18.9 million** increase from the forecasted level funded by the frontage levy increase. Part of a 6-year investment of over **$977.4 million** in road renewals
- **$18 million** (*$3 million in 2022 and $15 million in 2023*) to begin work on a nutrient removal plan for the North End Wastewater treatment plant
- An investment of **$17.6 million** in active transportation projects, an increase of **$8 million** from the forecasted level (*ref: appendix 6 of the 2022 supplement*) which is funded by the increase to the frontage levy

* Subject to Council approval

Community Outreach/Safety/ Humanitarian

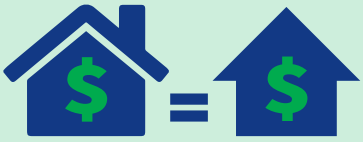


- An annual investment increase of **$1 million** in **additional 24/7 safe spaces** for unhoused people
- Annualized grant funding of **$250,000** for the Downtown Community Safety Partnership
- City deployment of Provincial transit funding to launch a new **transit security initiative**, details to be confirmed soon
- **Funding of 3 new FTE's** to support the development of a Road Safety Action Plan

2023 Preliminary Budget* at a Glance

Winnipeg

Key Revenues



3.5% **$7.8 M**

Property tax increase is at **3.5%** which adds **$7.8 million**



$1.50 / foot

Frontage fees increase of **$1.50/foot** which generates **$17.8 million**



$1.9 M

Business taxes % is unchanged, 55% of business will still pay no tax, but overall increase above the original budget of **$1.9 million**



$15 M

One-time transfer out of Water & Waste for **$15 million** to the Financial Stabilization Reserve



Transfers from **Insurance Reserve**, **Insect Control Reserve, Southwest Rapid Transit Reserve** and other reserve funds



Federal $19.4 M **Provincial $12.4 M**

Pandemic-related funding from the Federal Government **$19.4 million** and the Provincial Government estimated to be **$12.4 million** allocated as follows:

- **$9 million** to Transit in 2022 to cover existing over-expenditure draw from General Revenue Fund
- **$5 million** to Transit in 2023 to be allocated to safety and security
- **$17.8 million** to General Revenue Fund to offset the impacts of COVID and other resulting cost pressures

* Subject to Council approval

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Top Ten Budget Questions

1. Where does the City's money come from?

The majority comes from residential and commercial property taxes (42%). Other sources include user fees and licenses for goods and services (35%), provincial and federal grants (10%) and other sources (13%).

For more details, see page 69.

2. How did Winnipeg balance the budget?

The City balanced the budget using the following key measures: property and business tax increases; new and above inflation fees; Provincial and Federal funding; cost reduction measures, including efficiencies; and transfers from reserves.

For more details, see page 66 and 67.

3. How much is the City's budgeted spending in 2023?

Total City spending is estimated at approximately $2.1 billion broken out as follows: tax supported fund (general revenue fund) of $1.3 billion, utilities of $700 million and special operating agencies of $85 million.

For more details, see Appendix 1, starting on page 279.

4. What is the budget impact of COVID-19 pandemic?

Combined revenue loss and additional expenditures attributed to the COVID-19 pandemic is estimated at $18.7 million in 2023.

For more details, see page 71.

5. How does the property tax and frontage levy increases affect my tax bill?

Property taxes are increasing by 3.5% which for an average home will equate to approximately $67 a year, or $0.18 per day. The frontage levy is increasing by $1.50 per frontage foot, based on an average lot of 50 feet. This is approximately an additional $75 a year, from $273 to $348, or $0.21 per day.

6. If the value of my home goes up, do my taxes increase?

A change in the market value of your property does not necessarily result in a similar proportionate change to your property taxes.

https://assessment.winnipeg.ca/Asmttax/English/SelfService/answerguide.stm#19

7. What is vacancy management?

Vacancy management is an estimated savings derived from delaying the filling of vacant positions. This requires departments to be prudent and mindful of when they fill positions. $21.3 million of vacancy management is budgeted in 2023.

8. How do I know when my street will be renewed?

Street renewals are listed by location in the City's Capital Budget.

For more details, see the Supplement to the 2023 Budget starting on page 61.

9. How much is the expected spending on trees?

$56.7 million 6-year capital investment is budgeted for the maintenance, protection, and enhancement of our tree canopy plus about $16 million for annual operations.

10. How much had been budgeted to support our most vulnerable citizens?

Additional investment of $6.6 million is dedicated to vulnerable residents for community outreach and safety efforts, including funds being allocated for alternative shelter spaces, and Downtown Community Safety Partnership; budget amounts aligned to poverty reduction strategy of $13.7 million; and rapid housing initiatives funded by the federal government.

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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 final year of the multi-year balanced operating budget, the updated 2023 preliminary operating budget and preliminary capital budget for 2023 and five-year forecast will go to Council for adoption in March 2023.

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. Other sources of revenue budgeted are based on previous year's actuals while also considering inflation.

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

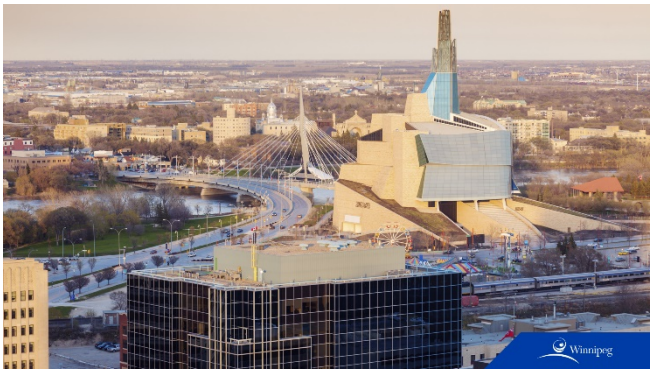
Capital assets are generally defined as those with a cost exceeding $100,000 (non-recurring capital projects and recurring/ongoing capital programs) with a minimum 10-year life. These assets are budgeted for in the capital budget and the financing costs are expensed in the operating budgets. Major equipment 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. 2023 is the third and final update year in the multi-year process, and with updates, 2023 remains 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. New fees or fee increases greater than inflation are included as part of the annual budget process (see Appendix 8 in Volume 2).

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.



Long-Term Financial Projections

The City's long-term operating projection is noted in 2023 Budget Volume 1. It shows the projection for total city revenues and expenses. An updated long-term projection is included in Budget Volume 2.

For more information on the City's policies, strategies and plans, refer to 2023 Budget Volume 1 Community Trends and Performance Report - https://winnipeg.ca/cao/pdfs/CommunityTrendsandPerformanceReportVolume1_2023.pdf.

Winnipeg

2023 Balanced Budget Update Highlights

2020 – 2023 Multi-Year Budget



February 8, 2023

Agenda



- Highlights
  - 2023 Balanced Budget Update
- Budget Outlook
- Schedule of Budget Review Meetings

Key Budget Priorities



- Citizen service improvements



- Economic development



- Community outreach and safety



- Protect the environment



- Affordability and expenditure control



- Strategic investments - infrastructure and natural assets

Fast Facts for 2023 Budget Update



3.5% PROPERTY TAX INCREASE
$1.50 FRONTAGE LEVY INCREASE

$58.9 MILLION
BUSINESS TAXES
4.84%, SBTC** $47,500
($57.0 MILLION IN 2022)

2.2% 4-YEAR EXPENDITURE* GROWTH RATE
(1.3% IN 2022)

2023 Capital
$566.6 MILLION
(2022 - $527.0 MILLION)

6-YEAR CAPITAL
$3.1 BILLION
(2022 - $2.9 BILLION)

*Does not include capital related expenditures
**Small Business Tax Credit

Winnipeg

Balanced Budget Overview
(Service Based View)

2023 BALANCED BUDGET UPDATE				
Service Based Budget by Standing Policy Committee (in millions of $)	FTEs	Operating Budget	Capital Budget	Reserves, Net Income / (Loss)
Public Works	2,439	(292.3)	329.9	(2.9)
Water, Waste and Environment	978	13.7	172.2	(25.9)
Property and Development	615	11.4	7.6	6.8
Community Services	2,481	(307.9)	45.7	(0.8)
Winnipeg Police Board	1,952	(281.3)	3.0	-
Finance and Economic Development	136	966.2	2.8	6.2
Executive Policy Committee	528	(75.4)	5.4	(1.0)
Total City	**9,129**	**34.4**	**566.6**	**(17.6)**

4-year tax supported budget increasing by an average of 2.2 percent (2020 to 2023).

Notes:

1. Includes COVID financial implications.
2. Property, business and other taxes, and other Corporate revenue are under the purview of SPC Finance and Economic Development.
3. Bracketed amounts represent mill rate support / deficit.
4. FTEs = Full Time Equivalents

How did we balance the budget

Cost Pressures

- COVID-19 Pandemic $16.5m
- Fuel, labour agreements, Council approved initiatives and other obligations $19.3m
- Improve customer service $2.8m
- Community Outreach, Safety and Humanitarian $6.6m
- Support the economy $3.3m
- Strategic investments – infrastructure and natural assets $18.6m

Balancing Measures

- Property and business tax increase $7.8m and $1.9m
- Frontage levy $17.8m
- New and above inflation fees $2.5m
- Provincial and Federal funding $22.8m (plus $9m in 2022)
- Cost reduction including efficiencies $10.4m
- Transfer from reserves $3.9m

Average Home Assessed at $338,900 in 2023



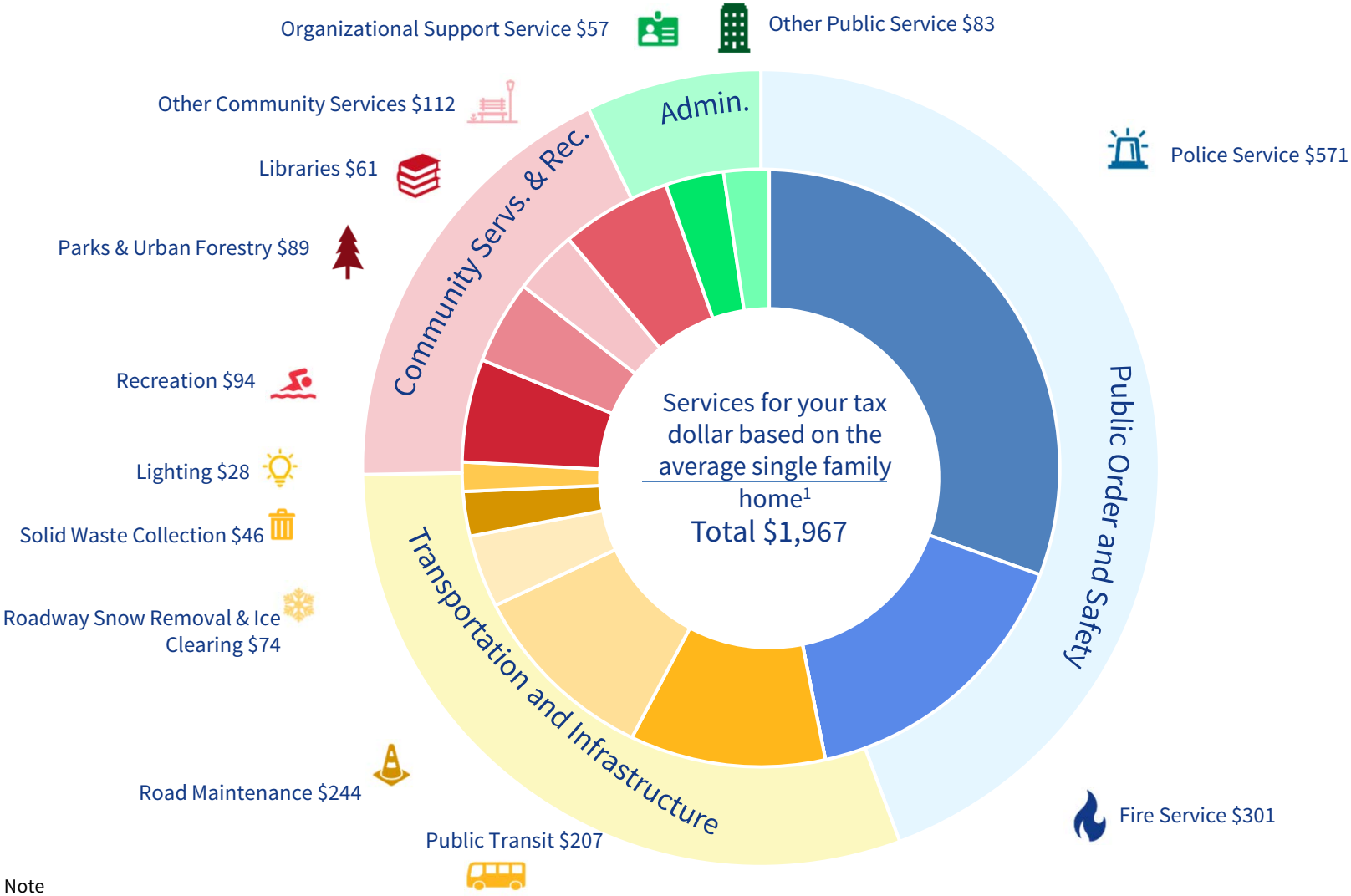
	2023	2022	Change	
Municipal property taxes (excludes school taxes)	$1,967	$ 1,900	$ 67	3.50%

18 cents per day on the average home

Winnipeg

2023 Average Homeowner's Property Tax Bill

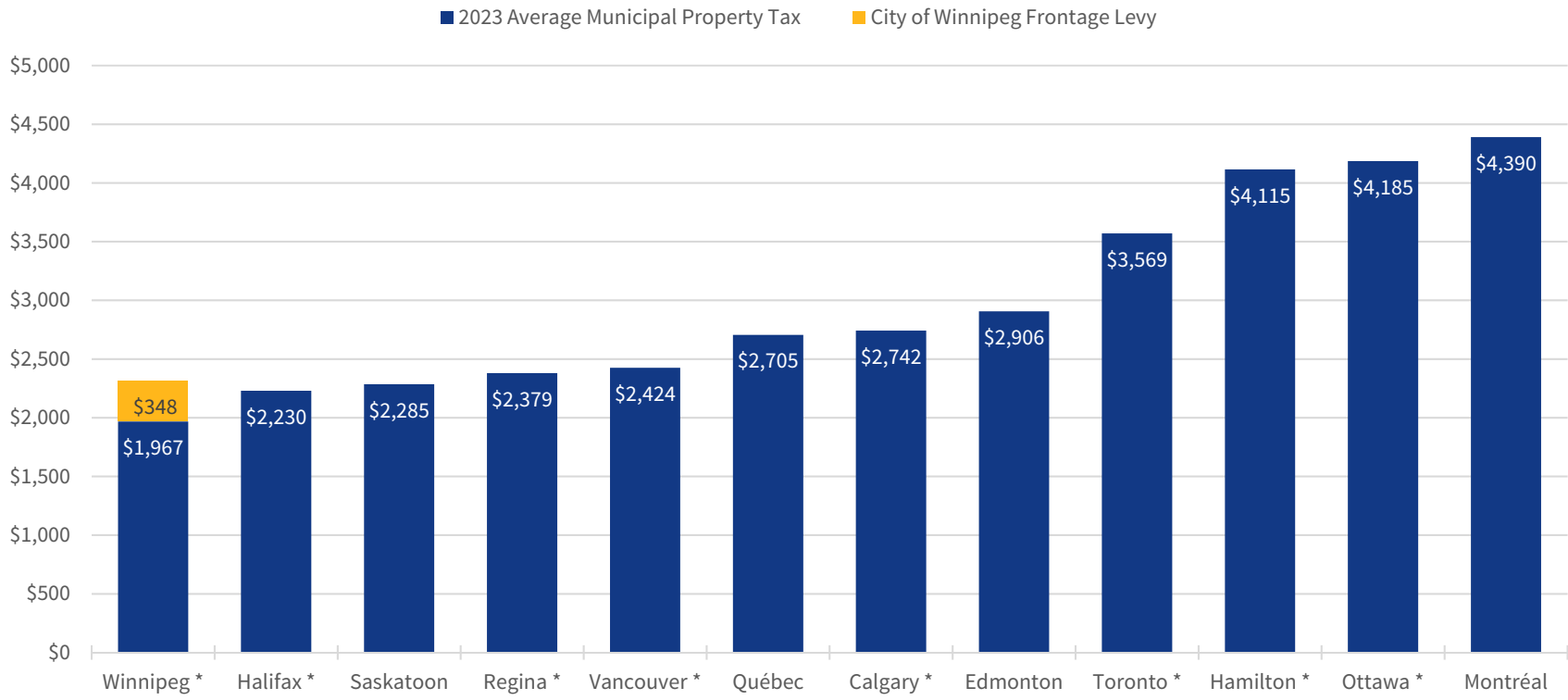
Basket of Tax Supported Services



Note

1. Excludes revenue and expenditure related to Frontage Levies.

2023 Municipal Property Tax Comparison



Sources: Various media and municipal government websites.
* Based on preliminary or proposed budget information.

Examples of City Services - Amount Per Day

How much does it cost?			
	Examples of City Services	**Per Year**	**Per Day**
1	Property taxes	$1,967	$ 5.39
2	Frontage Levy	$348	$ 0.95
3	Bus fares	$1,294	$ 3.54
4	Water and Sewer	$1,260	$ 3.45
5	Waste diversion (recycling and waste diversion)	$69.46	$ 0.1903

Notes:

[1]Based on home assessed at $338,900 in 2023 (1,200 square foot detached single family dwelling, which includes 3 bedrooms, 1.5 bathrooms, unfinished basement on a lot that is 50 x 100).

[2] Based on $6.95 per frontage, on a 50-foot lot and single-family dwelling. Estimated that 65% of dwellings are single family and about 35% are apartments / condominiums.

[3] Based on full fare monthly pass.

[4] Based on residential customer, a family of four, with estimate consumption of 50 cubic metres per quarter.

[5] Based on single family dwelling.

Reserve Projections

Reserve (FSR) In Millions	Multi-Year Budget 2021	2022	2023	Actual 2021	Forecast 2022	2023
Ending balance	$ 95.2	$ 106.6	$107.4	$ 75.1	$ 5.2	$ 13.8
Target balance	$ 70.8	$ 71.2	$ 73.4	$ 70.8	$ 71.7	$ 76.9
Requirement to meet the target					**$(66.4)**	**$ (63.1)**

Notes:

1. FSR's target balance is 6% of tax supported expenditures ($1.282 billion).
2. FSR's 2022 forecast reflects Council adoption (June 23, 2022) of transferring funds to General Revenue Fund to avoid a deficit.
3. Council to adopt a replenishment plan for the FSR - timing to be determined.

In Millions	Forecast Balance	2023 Net Income / (Loss)	2023 Balance
Capital & Special Purpose	$338.0	$(26.2)	$311.8

Capital Budget Summary

By Standing Policy Committee (in millions of $)	2022 Adopted Budget	2023 Budget	2024 - 2028 Forecast	6-year Total
Public Works	282.4	329.9	1,469.0	1,798.9
Water, Waste and Environment	126.8	172.2	839.4	1,011.6
Property and Development	4.8	7.6	22.7	30.3
Community Services	65.1	45.7	156.6	202.3
Winnipeg Police Board	5.1	3.0	24.8	27.8
Finance and Economic Development	42.2	2.8	9.4	12.2
Executive Policy Committee	0.6	5.4	12.1	17.5
Total 6-year Capital	**527.0**	**566.6**	**2,534.0**	**3,100.6**
Rebudget	(14.6)	(21.3)	(4.5)	(25.8)
Net New Capital Investment	512.4	**545.3**	**2,529.5**	**3,074.8**

2022 Adopted 6-year Capital Budget	2,908.1
2023 Budget Increase over 2022	192.5

Economic Impact Assessment:

2023 to 2028 Capital Budget

Economic Impact	Manitoba	Rest of Canada
Gross Domestic Product	$1,825.8 million	$463.7 million
Person Years of Employment	15,987	3,420
Federal Government Tax Revenue	$200.8 million	$50.8 million
Provincial Government Tax Revenue	$190.5 million	N/A

Key Projects in the 6-Year Preliminary Capital Budget

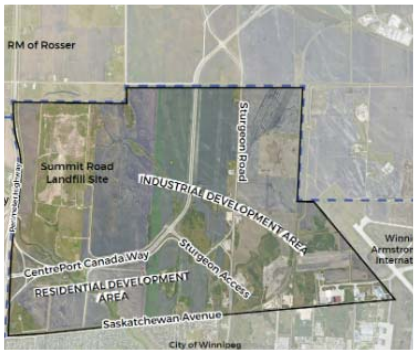


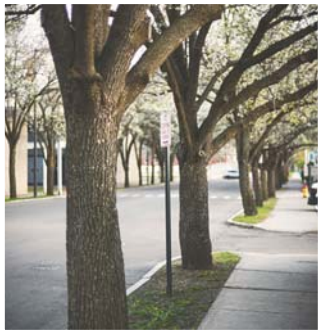
Regional And Local Street Renewal

Sustainable movement of people, goods and services
Budget Years: 2023 to 2028
Amount: $977.4 million
(1.7% tax increase for local streets and 0.3% for regional roads)

CentrePort South – Water and Sewer Servicing

Infrastructure to advance development
Budget Year: 2023
Amount: $40.0 million
(Total investment $60 million from 3 levels of Government.
City share is in 2022 Budget)





Urban Forest Renewal

Tree pruning, Dutch Elm Disease management,
Emerald Ash Borer response
Budget Years: 2023 to 2028
Amount: $56.7 million

Winnipeg

Key Projects in the 6-Year Funded Capital Submission



Transition to Zero Emission Buses

Conversion of diesel fleet to electric and/or hydrogen fuel cell buses
Budget Years: 2023 to 2028
Amount: $267.8 million

North Garage Replacement

Energy Efficient Bus Storage and maintenance facility
Budget years: 2023 - 2025
Amount: $155.9 million
(Total project = $200 million)





Combined Sewer Overflow and Basement Flood Management Strategy

Meet license requirements
Budget Years: 2023-2028
Amount: $240.0 million

Other notable projects in the 2023 – 2028 budget include: Waverley West Fire Station, funding to plan for Trade Route Corridors and funding for NEWPCC Nutrient Removal

Winnipeg

Balanced Budget Outlook

Multi-Year Budget Next Steps

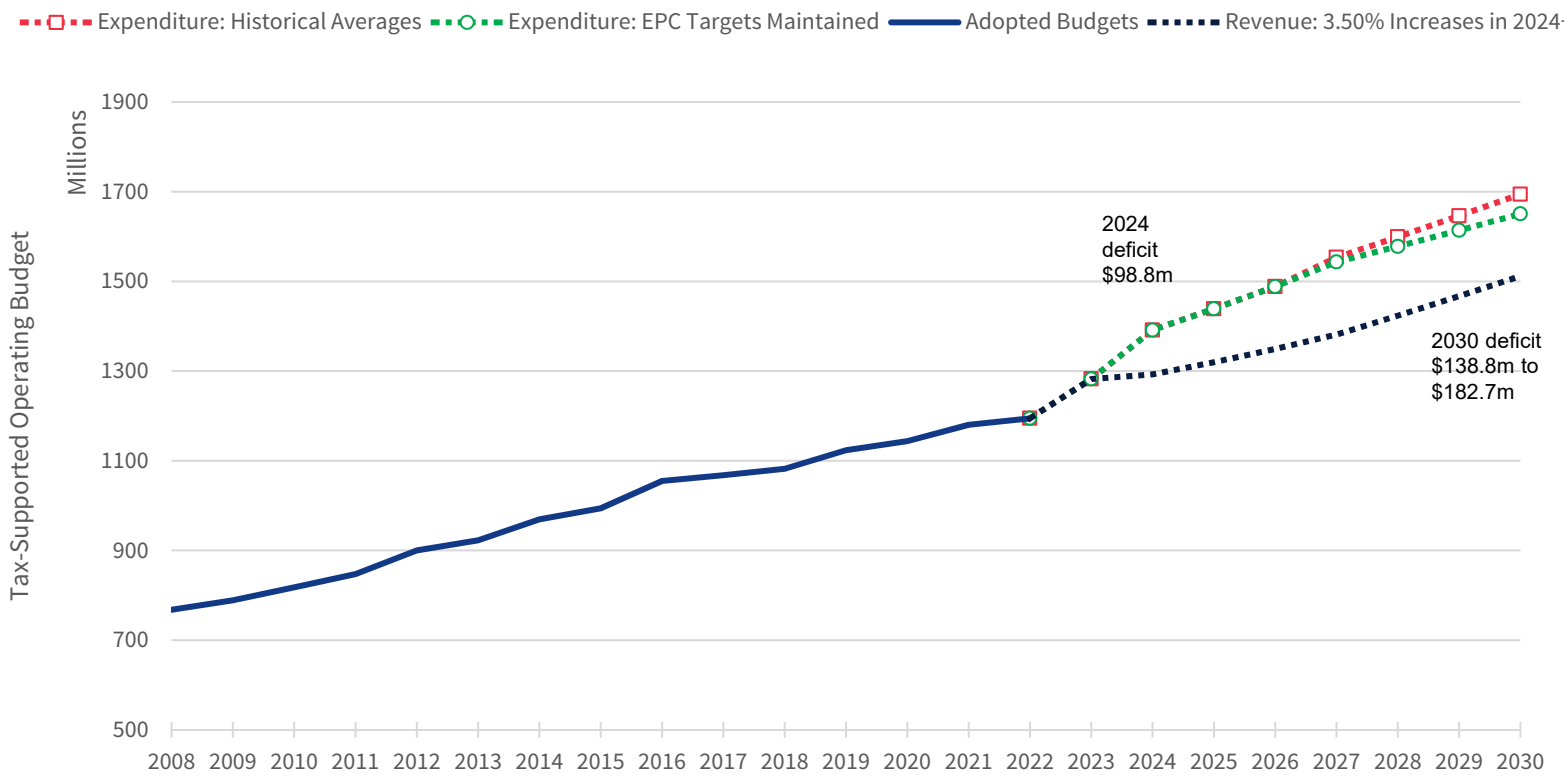
- Alignment of OurWinnipeg goals and Strategic Priorities Action Plan
  - Development of the Strategic Priorities Action Plan
  - Review of the Multi-Year Budget Policy
  - Strategic Infrastructure Plan update (2018 10-year Infrastructure Deficit ~$6.9 billion)

- Next multi year budget cycle (2024 to 2027) with balanced operating and capital budgets
  - Details to be determined
  - Tax supported operating budget forecast up to 2030
  - Infrastructure Funding Gap 2023 to 2028

- Financial Stabilization Reserve – replenishment plan
  - Transfer of $15 million from Waterworks funds
  - Projected balance to December 31, 2023 $13.8 million, shortfall from Council approved target $63.1 million
  - Further plan to be determined

Budget Outlook

2023 Tax-Supported Projections by Scenario

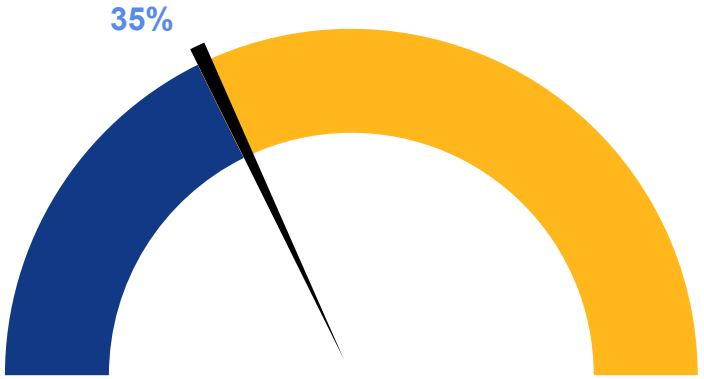


Assumptions:

- Frontage levy increase of $1.50 per foot effective 2023 budget.
- Cash to Capital $20 million annually beginning in 2026
- Does not include unfunded capital projects

Budget Outlook

6-Year Infrastructure Funding Level



$$\frac{\text{Planned Investment}}{\text{Total Potential Capital}} = \frac{\$3.1 \text{ billion}}{\$8.8 \text{ billion}} = 35\% \text{ Funded}$$

City's 2023 to 2028 Infrastructure Funding Gap is $5.7 billion

Schedule of Meetings

Multi-Year Operating and Capital Budget

Date	Committee
Wednesday, February 8, 2023	Special Executive Policy Committee Meeting to Table Multi-Year Balanced Budget
Friday, March 3, 2023	Standing Policy Committee on Public Works (Special Meeting)
Monday, March 6, 2023	Standing Policy Committee on Community Services (Special Meeting)
Wednesday, March 8, 2023	Standing Policy Committee on Water, Waste and Environment (Special Meeting)
Thursday, March 9, 2023	Standing Policy Committee on Property and Development (Special Meeting)
Friday, March 10, 2023	Winnipeg Police Board (Regular Meeting)
Monday, March 13, 2023	Executive Policy Committee – budget review (Regular Meeting)
Tuesday, March 14, 2023	Standing Policy Committee on Finance and Economic Development (Regular Meeting)
Thursday, March 16, 2023	Executive Policy Committee to hear delegations on Budget (Special Meeting)
Tuesday, March 21, 2023	Executive Policy Committee for final Budget Recommendations (Special Meeting)
Wednesday, March 22, 2023	Special Meeting of Council to consider Budget

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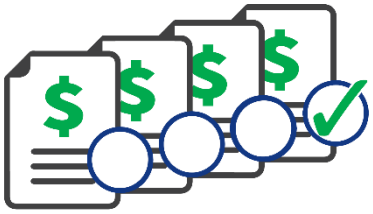
Budget Context and Overview

Multi-Year Budget Policy

The Multi-Year Budget Policy was adopted by Council March 20, 2020 and amendments allowed for the following items:

- Legislative changes;
- New Council direction;
- Cost or Revenue drivers;
- Incremental operating impact of approved capital projects.



Budget Process and Council timelines

The budget process and Council timelines include balanced budget updates as well as establishing a multi-year budget during their term in Council. This document is prepared for the 2023 Budget Update.

2018 Election

- 2019 Budget
- 2020 - 2023 Multi-Year Budget
- Annual budget updates 2021 and 2022

2022 Election

- **2023 Budget Update**
- 2024 - 2027 Multi-Year Budget
- Annual budget updates 2025 and 2026

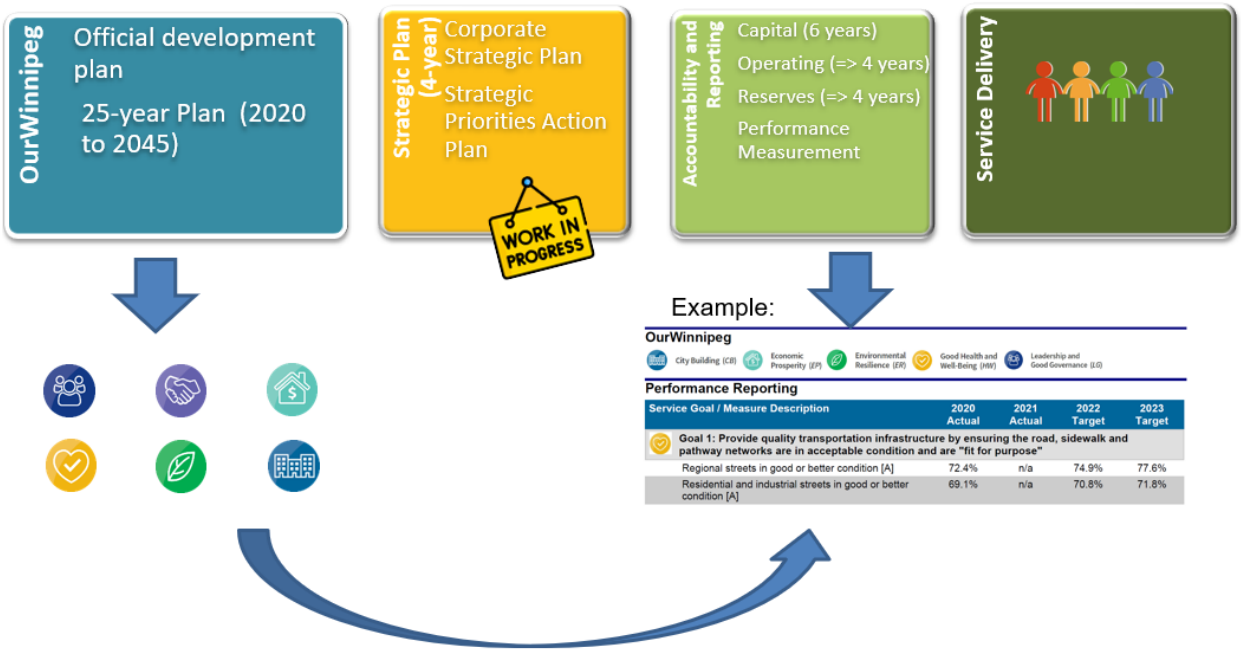
Budget Guidelines

The budget guidelines for this year include the following:

- Balanced 2023 Budget;
- In compliance with the Multi-Year Budget Policy;
- Service levels consistent with 2022;
- Budget linkages to departmental plans / key goals by:
    - aligning service-based budget goals to OurWinnipeg;
    - targets for 2023;
    - performance measurements;
- Identify and implement efficiencies;
- Development of 2028 capital budget consistent with prior year forecasts.

Strategic Framework

OurWinnipeg and Service-Based Budget Alignment

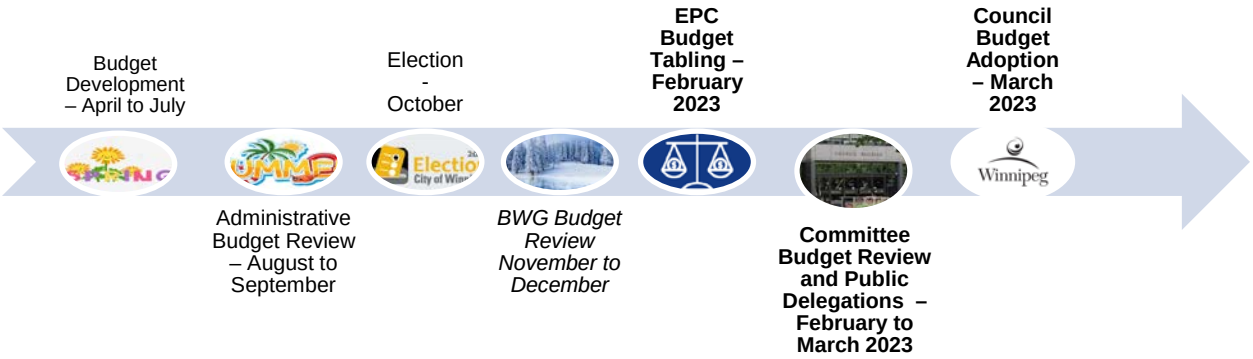


Budget Decision Making Process

Balanced budget development starts with Council approved operating projects and capital forecasts. Prior to balancing the 4-year budget in 2020 the City's budgeted deficit submissions were:

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

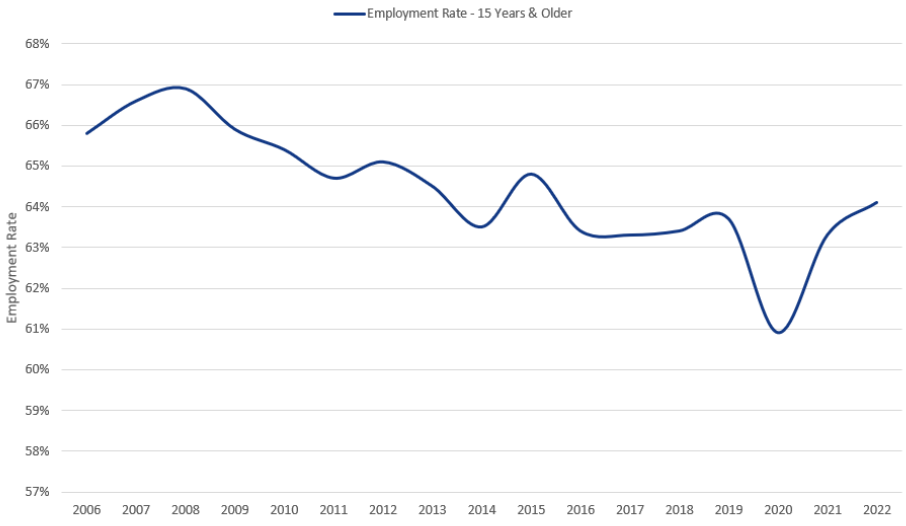
Timeline



Economic and Financial Trends

Winnipeg Economic Region: Employment Rate

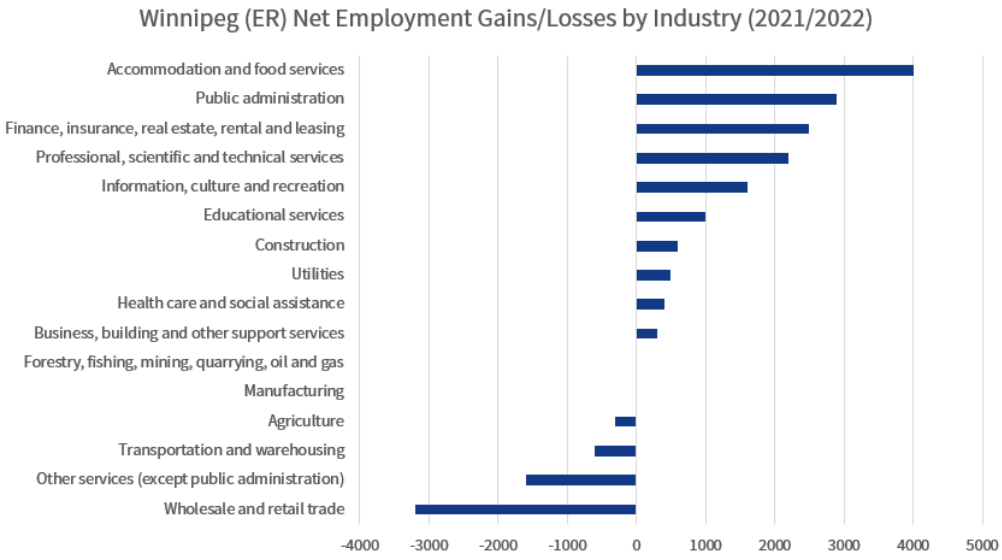
2022 Employment Rate Is the Highest Since 2015



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

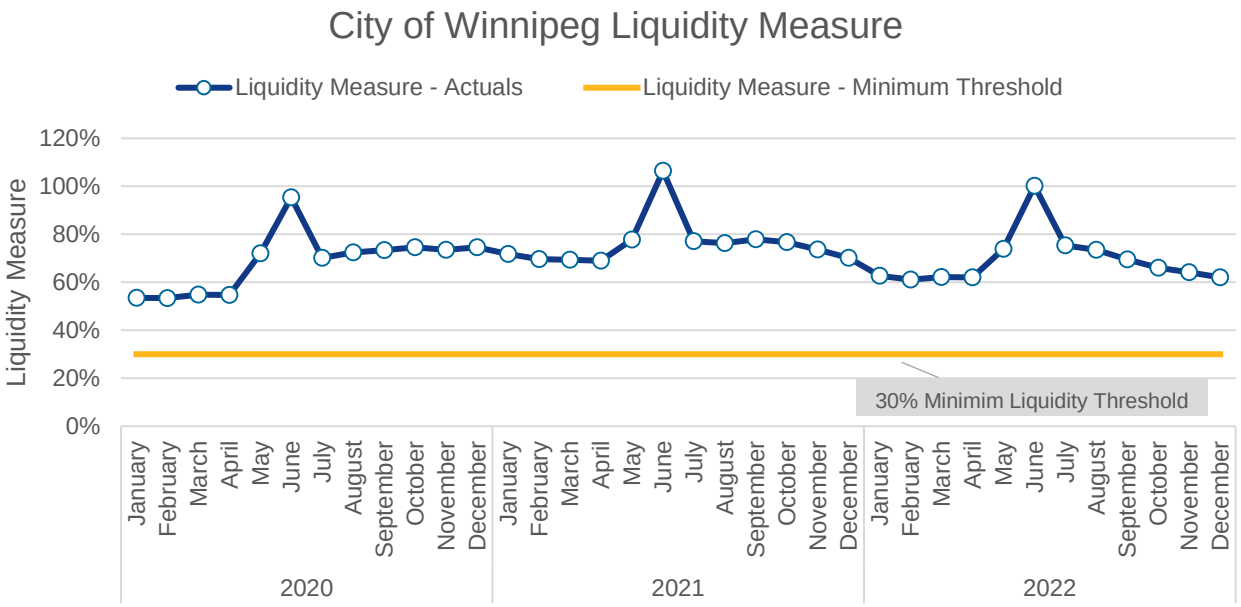
2022 Employment Gains Concentrated in Service Industries



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

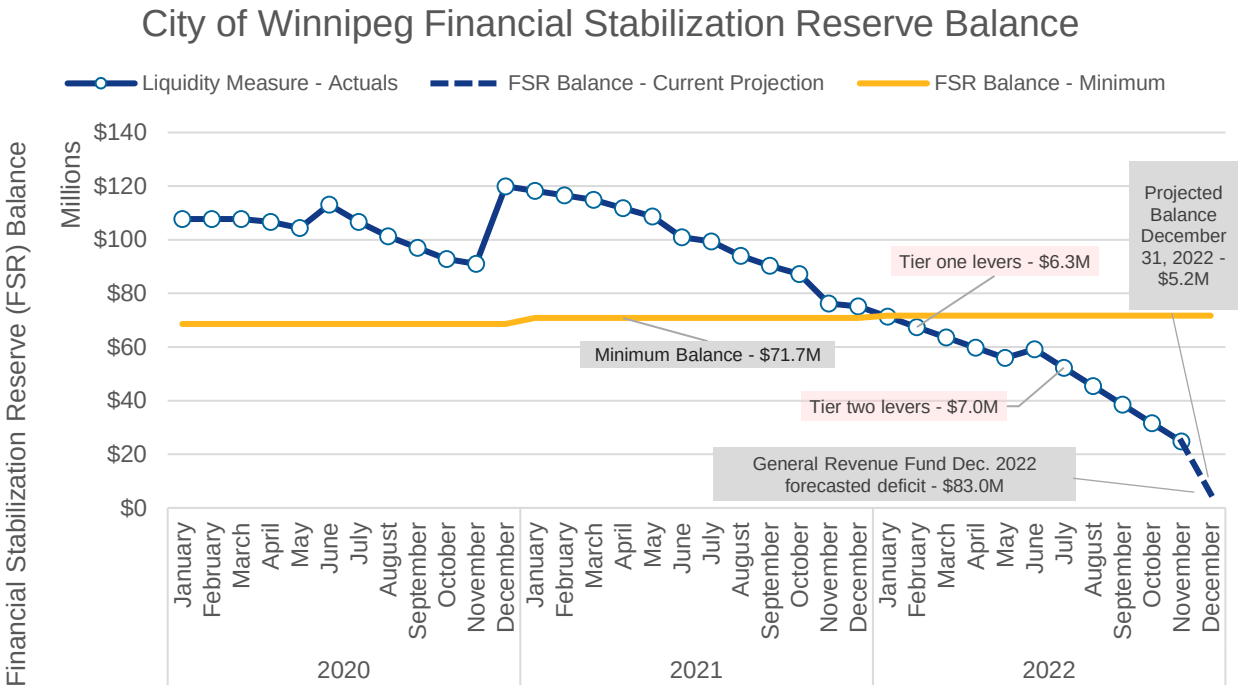
Liquidity Measure – Actuals

Liquidity values represent liquidity as at the end of the given month. The Minimum Liquidity Threshold is 30% and Winnipeg has maintained above the minimum throughout the period of the multi-year budget.



Financial Stabilization Reserve

Actuals and Projection



Balanced Operating and Capital Budget

Key Budget Priorities

Key budget priorities include citizen improvements, economic development, community outreach and safety, protecting the environment, affordability and expenditure control and strategic investments. Please see below for more details on plans to achieve these priorities.



Citizen service improvements

- 25% increase to 311 service
- Neighbourhood action teams
- Citizen portal
- Accessibility improvements (Transit and Municipal Accommodations)



Economic Development

- CentrePort South - Water and Sewer Servicing
- Trade Route Corridors – Planning and Design
- Initial investment for Naawi-Oodena agreement
- Winnipeg Arts Council (~$5 million in operating + capital)
- Investment in permits staff



Community Outreach and Safety

- Alternative shelter spaces and related housing initiatives
- Downtown Safety Partnership Program
- Rapid housing initiatives
- Indigenous Youth Strategy
- Safety investments in Transit and Millennium library
- Road Safety (1) Strategic Action Plan and (2) Improvement Program



Protect the environment

- Tree canopy
- NEWPCC Nutrient Removal
- Waverley West fire station with geothermal technology
- Transition to Zero Emission Buses
- Combined Sewer Overflow strategy
- Climate Action Plan – policy and data collection enhancement



Affordability and expenditure control

- Property tax increase of 3.5%
- Increase in frontage fees by $1.50 per foot
- 2.2% 4-year operating expenditure growth rate (vs. 3.6% 2023 forecasted CPI)
- Deferral of borrowing
- Cost reduction measures
- Vacancy management
- Efficiencies



Strategic investments

- Regional and Local Street Renewal
- Winnipeg Archives - The Winnipeg 150 Legacy Project
- Active transportation
- St. Vital Bridge Rehabilitation
- North Transit Garage
- Parks and Recreation Enhancement Program
- Recreation and Library Facility Investment Strategy
- East of the Red RecPlex

Performance Measurements

Performance measures have been published annually by the City of Winnipeg since 2010 and are a gauge of how well services are being provided as well as progress by departments towards achievement of identified key goals. Performance measurement provides the necessary data to identify needs and to support reallocation of resources or realignment of strategic objectives to improve processes and priorities. Performance indicators are used as a tool to:

- Enhance transparency and accountability to citizens of Winnipeg;
- Improve service delivery; and
- Increase shared knowledge and promote mutual improvements through benchmarking to other municipalities.

Some examples are shown here and more results can be found throughout the 2023 Balanced Budget Update:

Organizational Support Services

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target [E]	2023 Target [E]
Goal 2: Strengthen financial management and accountability across the organization.				
Organizational Support Services Expenditure Ratio	1.9%	1.9%	<5%	<5%
Value-Added Audit Implementation Rate	70.0%	60.0%	90%	90%
Goal 3: Increase diversity, inclusion and employment equity across the organization.				
Percent of Employees Self-Identifying as:				
Women [B]	29.3%	28.2%	50%	50%
Indigenous [B]	10.7%	11.1%	12%	12%
Persons with Disabilities [B]	2.9%	4.5%	9%	9%
Racialized People [B]	16.2%	16.4%	13%	13%

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

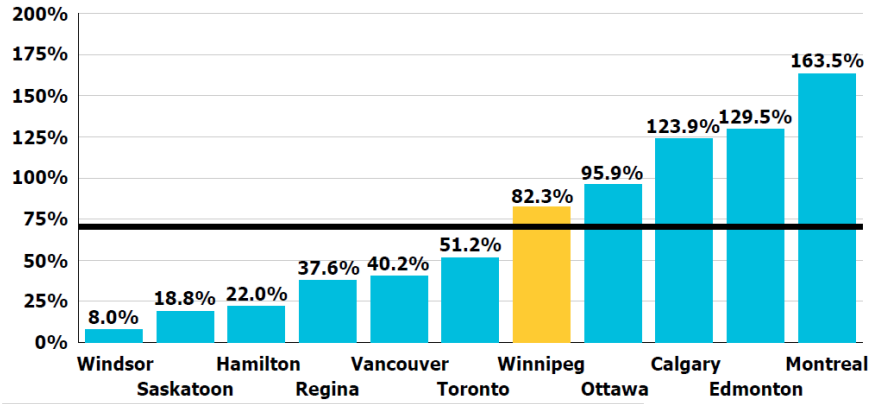
[E] KPIs & targets reflect the strategic directions & goals identified in the Corporate Strategic Plan: www.winnipeg.ca/cao/pdfs/CW_Corporate-Strategic-Plan_FINAL-20220325.pdf

Source: 2023 Budget Volume 2

The City's performance measurement framework includes performance reporting as noted on the previous page and effectiveness and efficiency measures as shown here:

Effectiveness Measures – measure the quality of service delivered relative to service standards or the customer's needs or expectations.

Direct Debt as a Percent of Operating Revenues - City Comparison (2021)



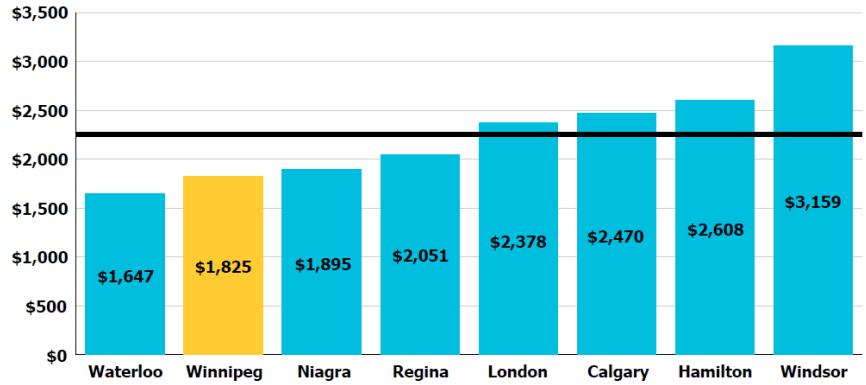
Winnipeg's direct debt as a percentage of operating revenues is above average (67.6%) when compared to other major Canadian cities.

	2017	2018	2019	2020	2021
Wpg. Trend	66.1%	64.5%	81.5%	85.8%	82.3%

Source: Standard & Poor's

Efficiency Measures – compare the resources used to the number of units of service provided or delivered. Typically, this is expressed in terms of cost per unit of service.

Municipal Operating Costs per Capita (2021)



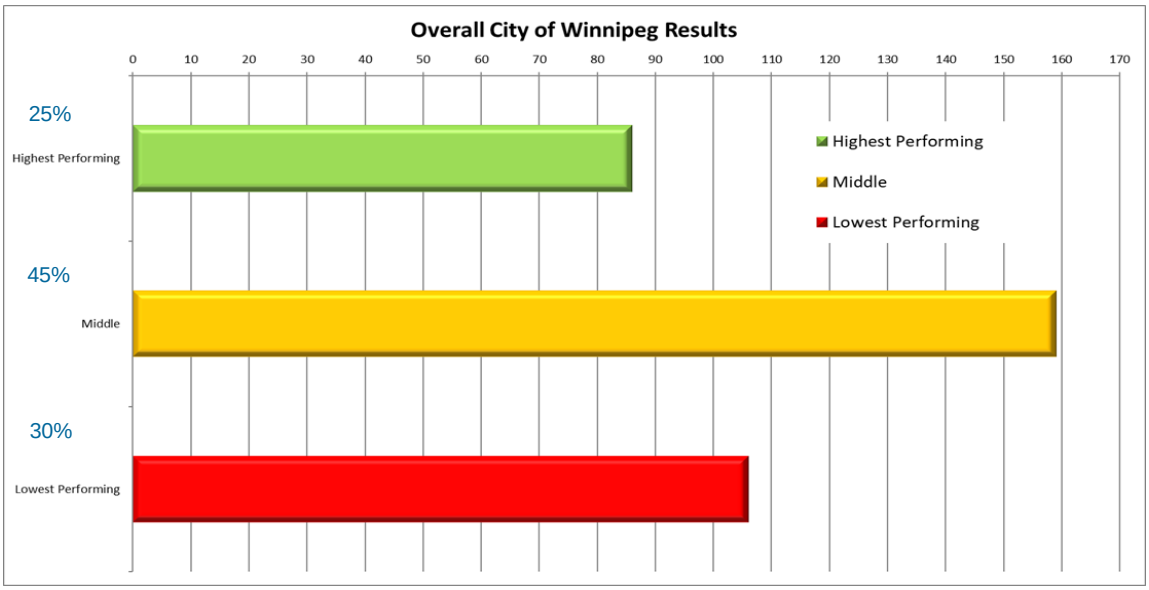
Winnipeg's municipal operating costs per capita is lower than the average ($2,254) when compared to other major Canadian cities.

	2017	2018	2019	2020	2021
Wpg. Trend	$1,725	$1,738	$1,804	$1,803	$1,825

Source: Municipal Benchmarking Network Canada (MUN050 / Population)

2021 Municipal Benchmarking Network Canada Results (published in October 2022)

Winnipeg reports 360 measures across 30 service areas

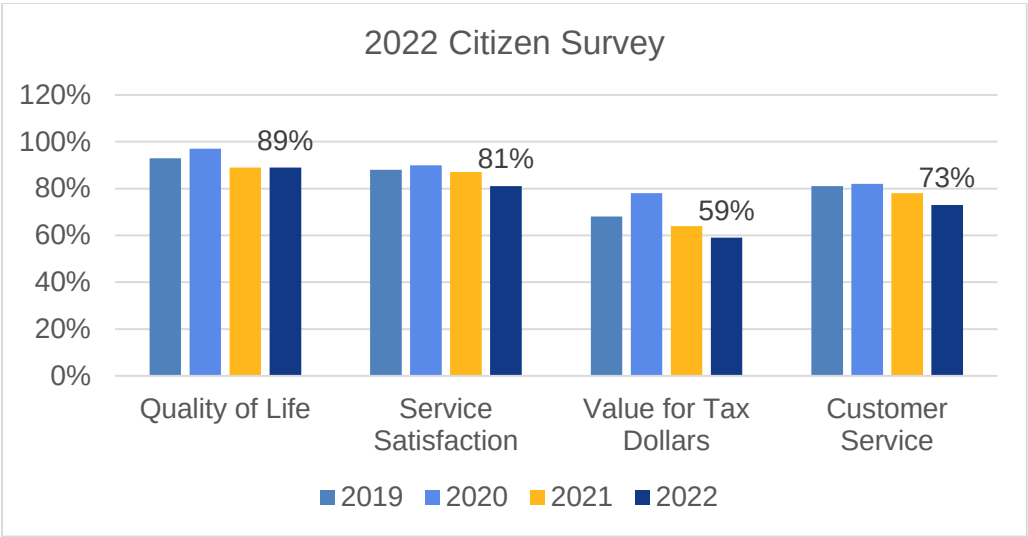


Source: http://mbncanada.ca/

For 2021, municipal results continued to be impacted by the effects of the COVID-19 pandemic in service areas with direct contact with the public, such as libraries and transit. When examined year over year, 2021 results are fairly consistent with 2020.

2022 Citizen Survey

The level of service satisfaction, value for tax dollars and customer service declined in 2022 while the quality of life satisfaction remained steady. For more information on the survey please refer to the report on the city's website:
https://legacy.winnipeg.ca/finance/documents_page.stm#Surveys



Return to Top 10 Questons

Balanced Budget Overview

How did we balance the budget?

There were significant costs and investments to consider along with balancing measures, summarized in the tables on this page and the next:

	Significant budget changes (in millions of $):		2023
	COSTS AND INVESTMENTS:		
	Unavoidable costs:		
1	Fuel	11.9	
2	Labour agreements and other benefits	4.2	16.1
	Council approved:		
3	Snow clearing policy	0.9	
4	Community Centres increase due to inflation and population growth	0.3	1.2
	COVID-19 pandemic impact:		
5	Tax supported	3.1	
6	Transit	13.4	16.5
	Regulatory and other obligations		
7	Maintaining temporary FTE's to meet volumes, plus additional permanent FTE's based on 2022 budget recommendation related to permit revenue volumes.		2.0
	Improve customer service:		
8	25% increase to 311	1.1	
9	Gradual restoration of Transit service level	1.0	
10	Neighbourhood Action Teams	0.5	
11	Transit on-request service	0.2	2.8
	Community Outreach/Safety/Humanitarian:		
12	Downtown Community Safety Partnership	0.2	
13	Alternative shelter spaces and related housing/street safety initiatives	1.0	
14	Millennium Library - feasibility for lobby renovation plus security audit*	0.1	
15	Transit Safety Initiative	5.0	
16	Road safety strategic action plan	0.3	6.6
	Economic Development		
17	Restore annual grant to Winnipeg Arts Council	0.4	
18	Trade route corridors - planning and design	2.8	
19	Begin operationalizing the Naawi-Oodena agreement	0.1	3.3
	Infrastructure and Natural Assets:		
19	Protect tree canopy		3.6
20	Investment in road and active transportation projects		15.0
	Mill rate support requirements		**67.1**

* For more details see page 102 of the Supplement to the 2023 Budget.

	Significant budget changes (in millions of $):		2023
	BALANCING MEASURES:		
	Revenues:		
21	Property tax revenue allocation to operations (1.17%)	7.8	
22	Frontage levy increase ($1.50 per foot)	17.8	
23	New one-time Provincial and Federal Funding	22.8	
24	Increase in Business tax revenue	1.9	
25	Revenue adjustments due to inflation (3.2%) and volume changes	2.5	52.8
	Cost savings and efficiencies:		
26	Vacancy management and other staff reduction	1.9	
27	Capital project closures	4.0	
28	General expense reduction	4.5	10.4
29	Transfers from reserves		3.9
	Sub-total balancing measures		**67.1**
	Mill Rate Support		**-**
	Note: Corporate Efficiencies is budgeted at $33.5 million in 2023 (vs. $30.8 million in 2022)		

Operating Budget – Utilities and Special Operating Agencies (SOAs)

Changes from Forecast

Significant budget changes (in millions of $):	MYB Criteria	2023 Preliminary Budget
Council Approved Forecast - Surplus from 2022 budget process		**52.5**
Increase / (Decrease) From Forecast:		
Revenue		
Transfer from General Revenue for Transit subsidy	REV/COST	19.3
Provincial Transit grant	REV/COST	5.0
Transit fare revenue including COVID-19 pandemic impact	REV/COST	(10.2)
Parking permits, fees and other including COVID-19 pandemic impact	REV/COST	(3.7)
Various changes	REV/COST	1.4
Revenue Increase/(Decrease)		11.8
Expenditure		
Transfer to Financial Stabilization Reserve from Waterworks fund	REV/COST	15.0
Fuel prices	REV/COST	10.3
Transit safety initiatives	REV/COST	5.0
Salaries and benefits	LEGISLATED	2.1
Chemicals	LEGISLATED	2.6
Transfer to Watermain Renewal Reserve	REV/COST	(3.5)
Parking dividend to General Revenue	REV/COST	(1.6)
Expenditure Increase/(Decrease)		29.9
Total Changes		(18.1)
Preliminary Operating Budget - Surplus		**34.4**

2023 Revenue Highlights

Property Taxes - $713.9 million, 3.5% tax rate increase

- 2.33% increase dedicated to road and transit infrastructure
- 1.17% for operations
- $31.8 million increase in comparison to 2022

Business Taxes - $58.9 million, 4.84% rate

- Rate same as 2022, $47,500 Small Business Tax Credit ($44,220 in 2022)
- 55% of businesses exempted
- $1.9 million increase in comparison to 2022

Frontage levy - $82.6 million, $1.50/foot increase

- $18.4 million increase in comparison to 2022 (volume = $0.6 million; rate = $17.8 million)

Water and Sewer sales - $347.8 million

- $8.9 million increase over 2022

Government Grants - $221.9 million

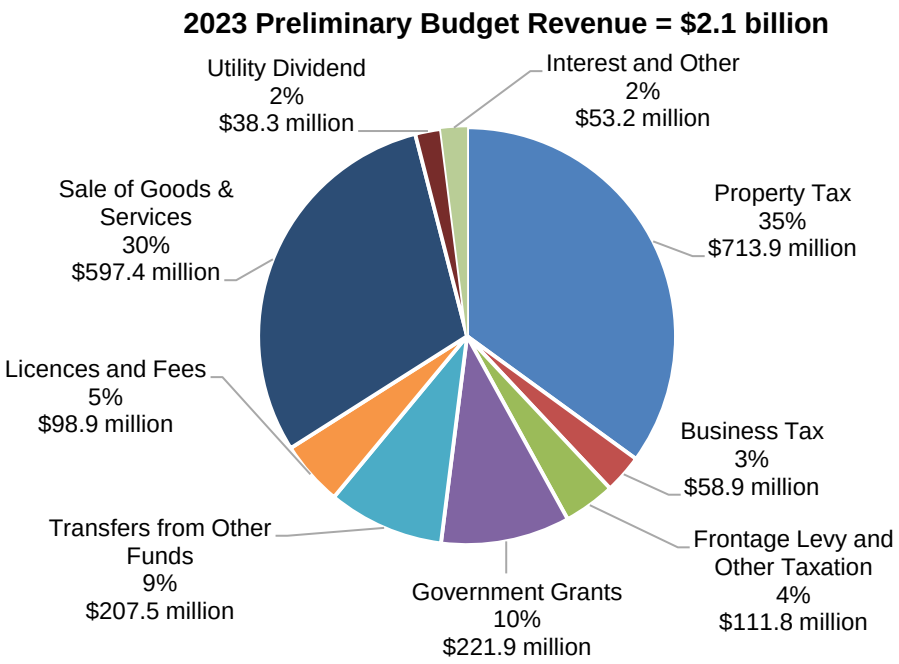
- One-time increase in 2023
  $5.0 million for Transit Safety Initiatives
  $17.8 million for operations

Transit Fares - $83.5 million

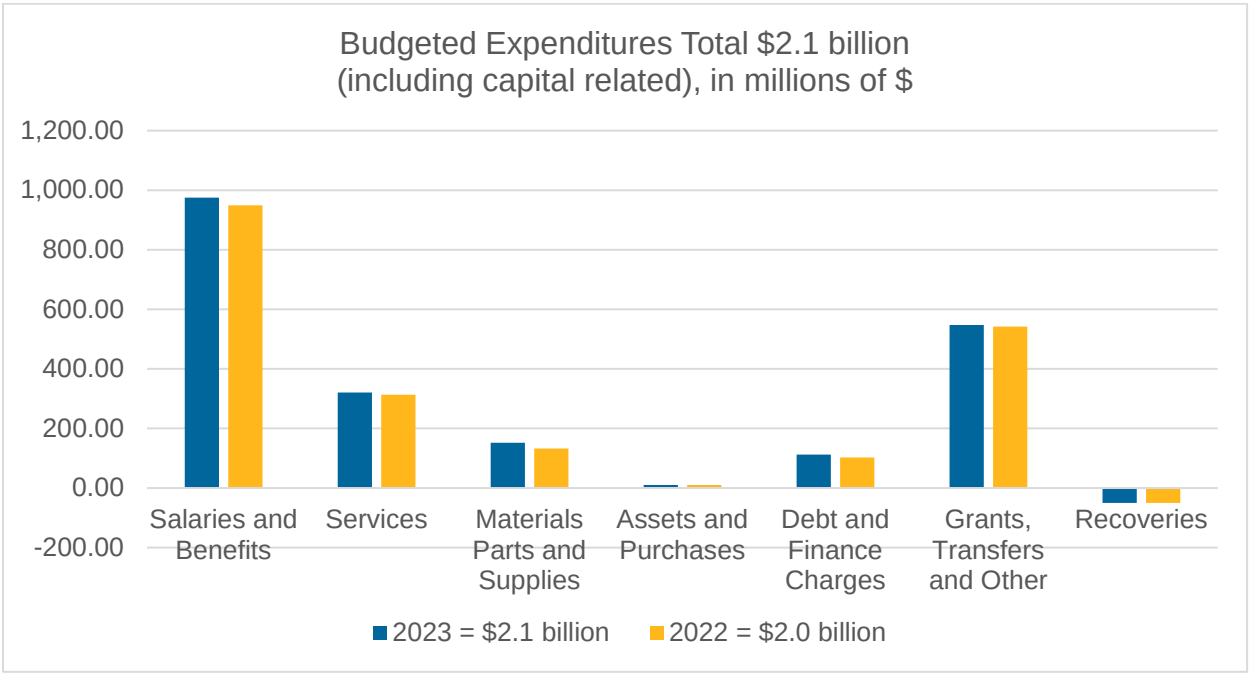
- $15.6 million increase over 2022
  $14.1 million - increase in ridership
  $1.5 million - 5 cent fare increase

Return to Top 10 Questons

Operating Budget Revenue Overview



Operating Budget Expenditures Overview



Salary Budget and Full Time Equivalents (FTEs)

2023 Operating Budget	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Budget	Increase / (Decrease)
Full Time Equivalents *(number of FTEs)*	9,144.00	9,160.00	9,150.00	9,129.00	(21.00)
Salaries & Benefits *(in millions of $)*	$ 900.3	$ 926.3	$ 949.4	$ 975.0	$ 25.6
Vacancy Management included in Salaries & Benefits *(in millions of $)*	*$ (18.1)*	*$ (18.5)*	*$ (19.3)*	*$ (21.3)*	*$ (2.0)*

FTE variance explanations:

a.	City Clerks - Deletion of temporary staff for 2022 election.	(7.00)
b.	Community Services due to (1) deletion of temporary FTEs offset by permanent FTEs (-5.98) due to operational requirements, (2) additional FTEs (+1.50) due to "Designated Growers of Medical Cannabis" program, (3) deletion of capital funded FTE (-1.00) and (4) adjustment to staffing due to recruitment and retention issues (-19.19).	(24.67)
c.	Planning, Property and Development due to (1) term-ending improvements funded by the Federal Restart program (-4.00), (2) planned efficiencies in the multi-year budget plus vacancy management adjustment (-7.59), (3) permanent FTEs funded by Permit Reserve (+5.00) and (4) additional staffing funded by the Cemeteries Reserve (+1.33).	(5.26)
d.	Police Communication Centre - 6 communication operators and 2 call takers in 2023 (annualized increase of 18 civilian FTEs).	8.02
e.	Transit due to (1) On-request service (+2.60), (2) capital funded FTE (+1.00) (3) other changes (+0.44).	4.04
f.	Other adjustments	3.87
	Total	**(21.00)**

Notes:

1. One FTE is approximately equivalent to $71,566 for vacancy management in the 2023 budget.
2. Temporary FTEs funded from capital are authorized in the capital budget, and as such are not included in the numbers above.

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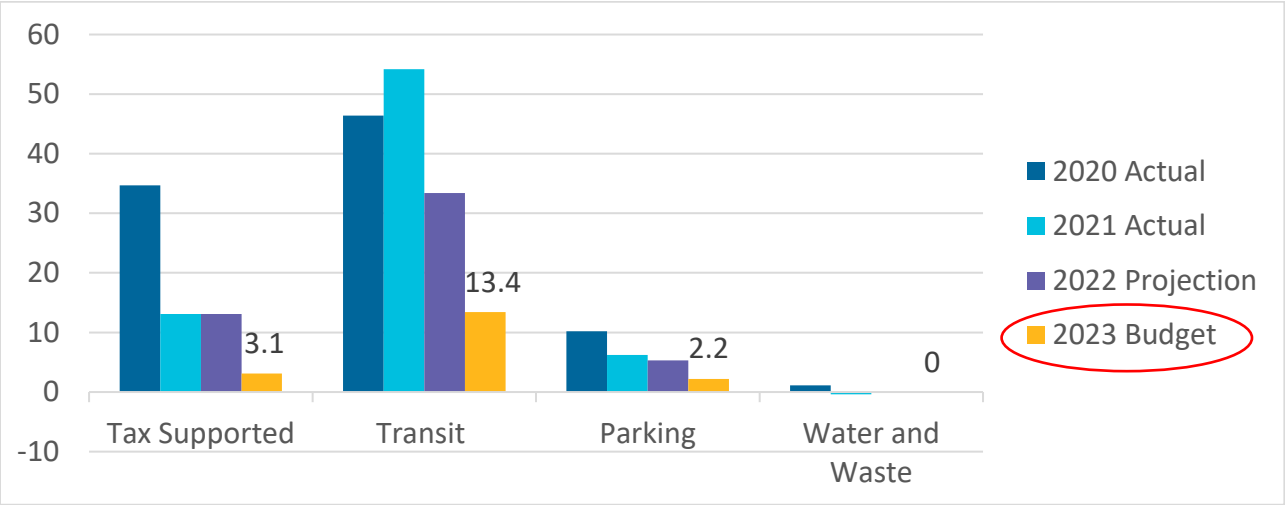
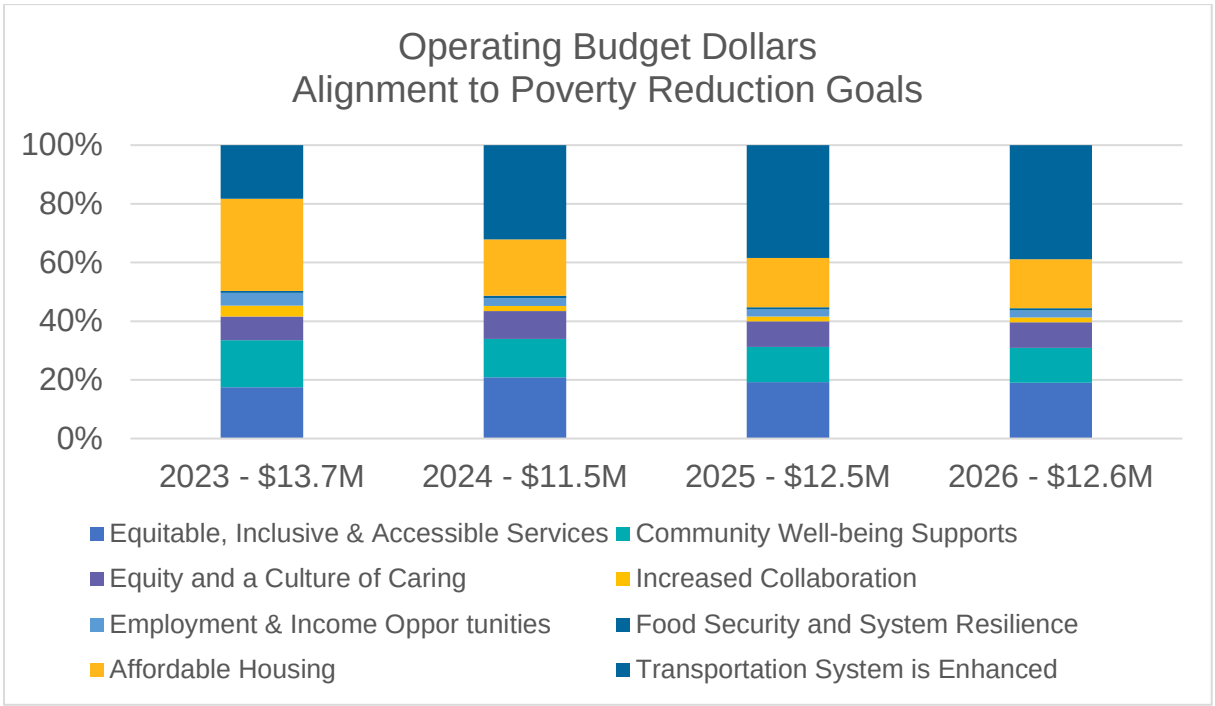
COVID-19 Budget Impact to Operating Budget

2023 Budget Shortfall due to COVID-19 impact is $18.7 million



Poverty Reduction Strategy

In response to the Council approved strategy, Departments have identified work and corresponding budget dollars that align with the strategy. 2023 Budget aligned $13.7 million or 0.7% of Total City Operating Expenditures and Nil for Capital Budget.

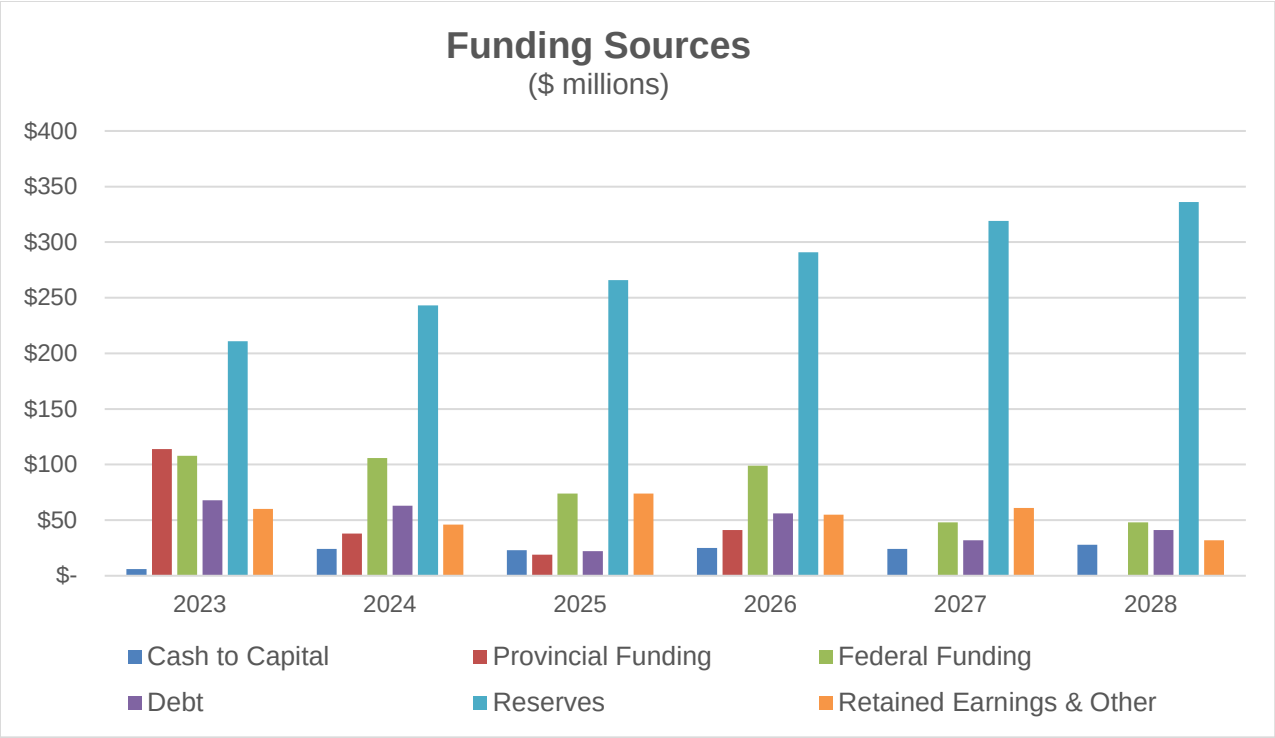


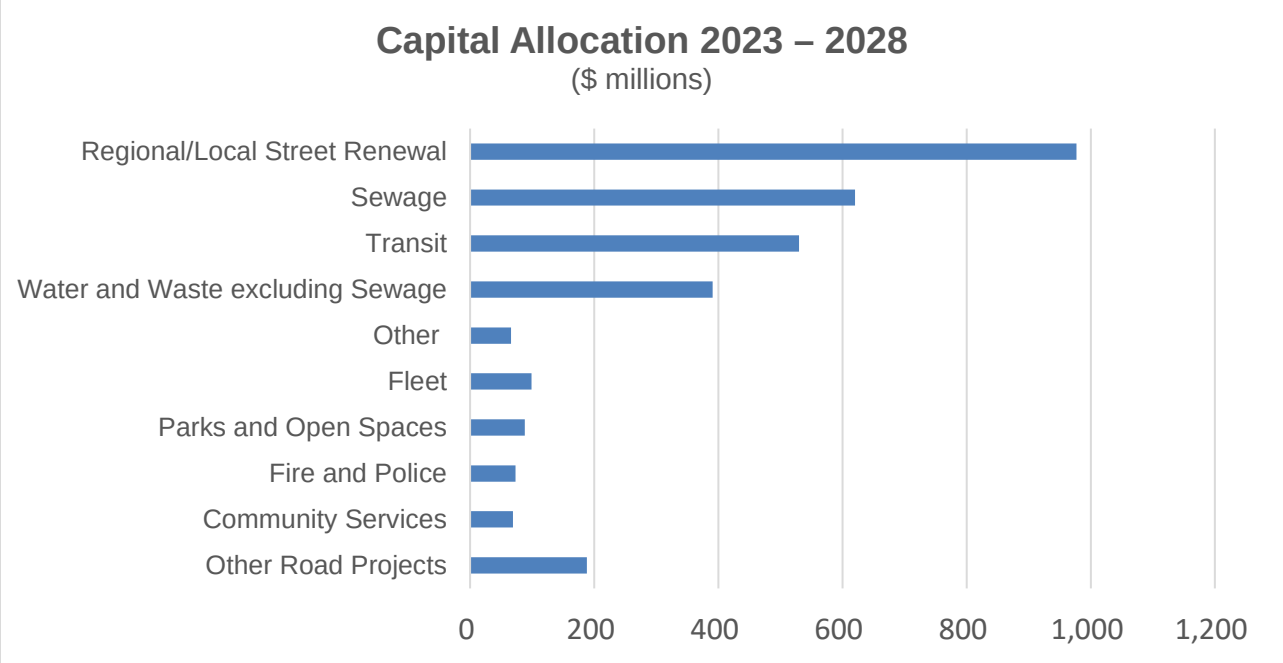
Further investments may be considered as part of Council's 2024 to 2027 Multi-Year Budget and the ongoing Strategic Planning process.

Poverty Reduction Strategy



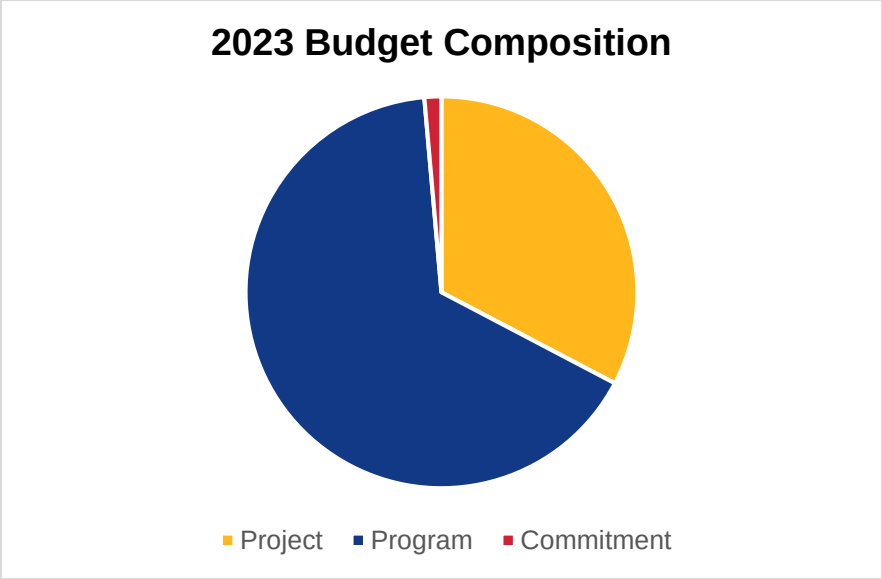
Capital Budget Highlights





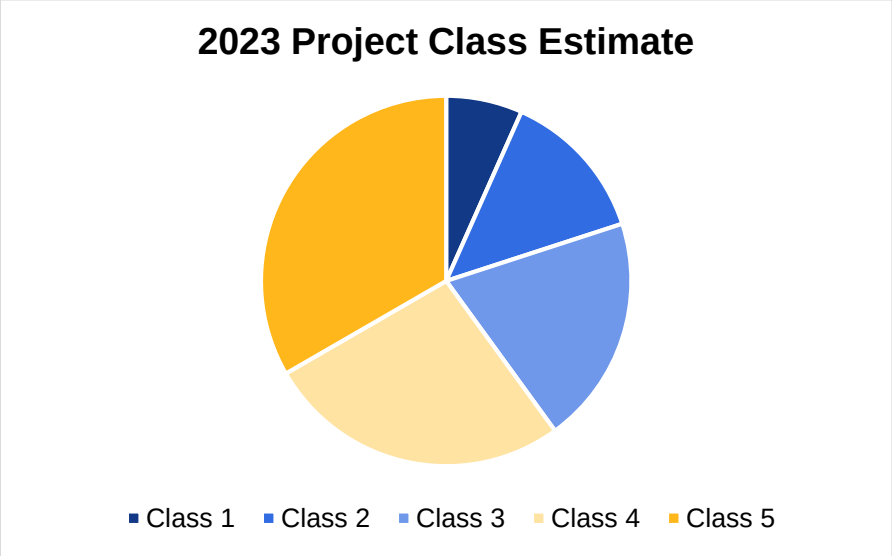
2023 Capital Projects

For 2023, funding is mainly for ongoing programs (66%) with most of the remaining funding for projects (33%). Commitments make up only 1% of the budget.



Typically, projects in 2023 are expected to be at a class 3 or better. However, the percentage of projects outside of this range in 2023 is 52% ($96 million).

This is mainly due to Transit's North Garage Replacement project. This project alone makes up $88.3 million of the $184.9 million in total projects in 2023. This was classified at a class 5 in 2023 pending the completion of preliminary design.



Changes from Capital Forecast

Projects (in millions $)	MYB Criteria	2023 Preliminary Budget	2024 - 2028 Forecast	6-year Total
Council Approved Forecast		**464.8**	**1,916.3**	**2,381.1**
Increase / (Decrease) From Forecast:				
Regional / Local Roads[1]	REV/COST	18.9	88.0	106.9
Parks and Recretion Enhancement Program	REV/COST	1.3		1.3
Urban Forest Renewal[2]	REV/COST	4.2	24.0	28.2
East of the Red RecPlex	REV/COST	2.0	(1.0)	1.0
Waverley West Station (Primarily due to deferral)	REV/COST	(9.6)	10.1	0.5
Citizen Portal	REV/COST	2.0	0.9	2.9
Winnipeg Archives - The Winnipeg 150 Legacy Project	REV/COST	0.5	12.1	12.6
CAMA[3]	REV/COST	2.8	7.9	10.7
Transition to Zero Emission Buses	REV/COST		15.0	15.0
CentrePort South - Water and Sewer Servicing	REV/COST	40.0		40.0
NEWPCC - Nutrient Removal	LEGISLATED	15.0		15.0
Rebudget[4]	REV/COST	21.3	4.5	25.8
Various Changes	REV/COST	3.4	8.7	12.1
2028 Forecast			447.5	447.5
Total Changes		101.8	617.7	719.5
Preliminary Capital Budget		**566.6**	**2,534.0**	**3,100.6**

Variances from Forecast:

1. Includes $17.8 annual increase due to the frontage levy increase of $1.50/foot.
2. Includes funding of $3.6 million from the 1.17% municipal tax increase. In 2023 and 2024 funding was used to reduce external debt in the program. Program also increased due to grant of $7.1 million from Natural Resources Canada.
3. Computer Aided Mass Appraisal System Detailed Analysis and Implementation project.
4. Refer to Appendix 4 of the Supplement to the 2023 Preliminary Budget for details.

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 table provides the Council adopted limits and debt metrics as at December 31, 2022.

	Maximum	As At December 31, 2022	Forecasted Peak
Debt as a % of revenue			
City	90.0%	69.5%	75.7%
Tax-supported and other funds	80.0%	52.2%	58.7%
Utilities and other	220.0%	68.4%	104.6%
Debt-servicing as a % of revenue			
City	11.0%	5.6%	6.8%
Tax-supported and other funds	10.0%	4.5%	5.3%
Utilities and other	20.0%	5.2%	9.7%
Debt per capita			
City	$2,800	$1,725	$2,084
Tax-supported and other funds	$1,500	$968	$1,129
Utilities and other	$1,500	$662	$1,159

Debt Strategy - Credit Rating

Moody's – Aa2 Stable

In December 2022, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable and noted the following:

Credit Strengths

- Stable institutional framework and economic diversity provides a reliable tax base for own source revenue and a cushion against economic volatility
- Strong debt affordability and growing levels of cash, investments and sinking funds

Credit Challenges

- Lingering COVID impacts create operating pressures, including Transit
- Funding of capital projects will keep debt levels elevated

S&P Global

S&P Global raised their credit rating to AA+ Stable from AA (June 1, 2022) and noted the following:

Credit Strengths

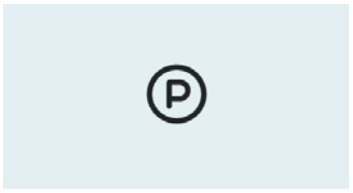
- A diverse economy with gradual population and employment growth will support the City of Winnipeg's creditworthiness
- Prudent financial management practices will allow the city to manage its large capital plan and maintain budgetary performance
- We expect the city's relationship with senior levels of government to remain extremely predictable and supportive
- Tax-supported debt burden will remain largely stable despite borrowing; and liquidity will remain strong

Credit Challenges

- City operations will remain strong despite lingering COVID-19 pandemic-related impacts and inflationary pressures
- City's large capital plan may drive modest after-capital deficits in next few years

Mobile Apps

There are nine different mobile apps that can be found 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, to pay for parking or even booking a tee time.



PayByPhone

Pay for your on-street parking



Know Your Zone

Get notifications about seasonal parking bans and when your residential street will be cleared of snow



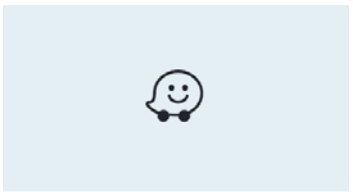
Winnipeg Transit

Plan your trip, find stops, and schedules



Recyclepedia

Learn how to recycle, compost, or dispose of your unwanted items



Waze

Share and receive traffic information such as road closures, construction, and traffic impacts



Winnipeg Golf Courses

Enhance your game with an interactive scorecard, track score stats, book tee times, and find out about the latest deals



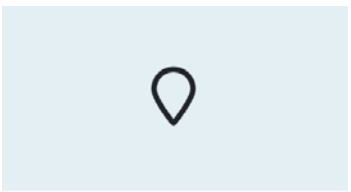
Winnipeg Public Library

Access your library account, search the collection, and renew and place holds on items



Winnipeg WAV

Book a Wheelchair Accessible Vehicle (WAV)



Winnipeg Transit On-Request

Book On-Request trips

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Service Based Budget

Photo Credit: City of Winnipeg

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2023 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Page #	Services (millions of $)	2023 Budget		
		Service Revenue	Investment (Cost)	Net
90	Roadway Construction and Maintenance	87.625	(191.119)	(103.494)
94	Transportation Planning and Traffic Management	3.250	(33.179)	(29.929)
98	Roadway Snow Removal and Ice Control	0.011	(36.342)	(36.330)
102	*Public Transit*	238.631	(238.631)	-
	Public Transit - Subsidy	-	(102.077)	(102.077)
107	City Beautification	0.007	(17.569)	(17.562)
111	*Winnipeg Fleet Management Special Operating Agency (SOA)*	53.841	(54.316)	(0.475)
116	*Winnipeg Parking Authority Special Operating Agency (SOA)*	20.920	(23.327)	(2.408)
	Public Works	404.285	(696.560)	(292.275)
123	*Water*	149.865	(147.378)	2.487
127	*Wastewater*	215.917	(180.468)	35.449
131	*Land Drainage and Flood Control*	5.317	(5.755)	(0.438)
135	Solid Waste Collection	1.406	(23.981)	(22.574)
138	*Solid Waste Disposal (4)*	15.703	(15.313)	0.389
142	*Recycling and Waste Diversion (4)*	37.647	(39.211)	(1.564)
	Water, Waste and Environment	425.855	(412.106)	13.749
150	City Planning	0.001	(2.152)	(2.151)
155	Neighbourhood Revitalization	1.162	(2.234)	(1.072)
158	Development Approvals, Building Permits and Inspections	32.256	(22.086)	10.171
163	Heritage Conservation	-	(0.320)	(0.320)
166	Property Asset Management	18.440	(13.423)	5.017
168	*Municipal Accommodations*	74.214	(74.214)	-
172	Cemeteries	1.955	(2.725)	(0.770)
175	*Golf Services Special Operating Agency (SOA)*	3.700	(3.177)	0.524
	Property and Development	131.728	(120.331)	11.399
182	Fire and Rescue Response	6.626	(148.070)	(141.444)
187	Fire and Injury Prevention	1.354	(6.822)	(5.468)
192	Medical Response	69.842	(69.842)	-
196	Emergency Management	-	(1.439)	(1.439)
200	Recreation	13.613	(60.101)	(46.489)
205	Parks and Urban Forestry	1.651	(45.471)	(43.819)
211	Community Liveability	1.570	(10.550)	(8.980)
216	Libraries	2.312	(32.427)	(30.115)
220	Arts, Entertainment and Culture	0.050	(22.388)	(22.338)
225	Insect Control	3.407	(9.931)	(6.524)
228	*Animal Services Special Operating Agency (SOA)*	4.001	(4.013)	(0.012)
	Animal Control and Care - Subsidy	-	(1.271)	(1.271)
	Community Services	104.426	(412.325)	(307.899)
233	Police Response	25.206	(269.156)	(243.950)
238	Crime Prevention	1.225	(37.663)	(36.439)
242	Traffic Safety and Enforcement	19.240	(20.172)	(0.932)
	Winnipeg Police Board	45.671	(326.991)	(281.321)
249	Assessment, Taxation and Corporate	988.157	(20.677)	967.480
254	Economic Development	0.449	(1.722)	(1.273)
	Finance and Economic Development	988.606	(22.399)	966.207
262	Organizational Support Services	1.121	(29.123)	(28.002)
266	Innovation, Transformation and Technology	-	(26.327)	(26.327)
269	Contact Centre - 311	-	(5.459)	(5.459)
274	Council Services	0.168	(15.849)	(15.682)
	Executive Policy Committee	1.289	(76.758)	(75.470)
	Total City Services	**2,101.860**	**(2,067.470)**	**34.390**

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.

2023 Preliminary Operating Budget - Staff Summary
Tax Supported, Utilities and SOAs

Page #	Services	Full-time Equivalent Positions			
		2021 Actual	2022 Budget	2023 Preliminary Budget	2023 Compared to 2022 Variance[1]
90	Roadway Construction and Maintenance	206	226	226	-
94	Transportation Planning and Traffic Management	154	163	165	2
98	Roadway Snow Removal and Ice Control	129	131	132	1
102	Public Transit	1,572	1,619	1,623	4
107	City Beautification	142	119	119	-
111	Winnipeg Fleet Management (SOA)	105	109	110	1
116	Winnipeg Parking Authority (SOA)	50	62	64	2
	Public Works	2,358	2,429	2,439	10
123	Water	372	404	401	(3)
127	Wastewater	409	414	418	4
131	Land Drainage and Flood Control	27	28	27	(1)
135	Solid Waste Collection	11	12	12	-
138	Solid Waste Disposal	35	39	40	1
142	Recycling and Waste Diversion	69	80	80	-
	Water, Waste and Environment	923	977	978	1
150	City Planning	17	18	18	-
155	Neighbourhood Revitalization	1	3	3	-
158	Development Approvals, Building Permits and Inspections	221	213	205	(8)
163	Heritage Conservation	3	2	2	-
166	Property Asset Management	47	53	54	1
168	Municipal Accommodations	264	283	282	(1)
172	Cemeteries	24	26	27	1
175	Golf Services (SOA)	21	24	24	-
	Property and Development	598	622	615	(7)
182	Fire and Rescue Response	932	931	931	-
187	Fire and Injury Prevention	42	44	44	-
192	Medical Response	450	417	419	2
196	Emergency Management	10	9	9	-
200	Recreation	267	370	356	(14)
205	Parks and Urban Forestry	305	307	307	-
211	Community Liveability	60	60	60	-
216	Libraries	222	267	256	(11)
220	Arts, Entertainment and Culture	7	6	6	-
225	Insect Control	65	66	66	-
228	Animal Services (SOA)	26	27	27	-
	Community Services	2,386	2,504	2,481	(23)
233	Police Response	1,615	1,575	1,586	11
238	Crime Prevention	263	277	275	(2)
242	Traffic Safety and Enforcement	81	92	91	(1)
	Winnipeg Police Board	1,959	1,944	1,952	8
249	Assessment, Taxation and Corporate[2]	111	130	130	-
254	Economic Development	1	6	6	-
	Finance and Economic Development	112	136	136	-
262	Organizational Support Services[2]	219	221	221	-
266	Innovation, Transformation and Technology	157	156	153	(3)
269	Contact Centre - 311	73	74	74	-
274	Council Services	93	87	80	(7)
	Executive Policy Committee	542	538	528	(10)
	Total City Services	**8,878**	**9,150**	**9,129**	**(21)**

Notes:

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

2 Financial management sub-services will report to the Standing Policy Committee on Finance and Economic Development in the 2023 budget process but will be included in the Organizational Support Service pages in this book. In the 2024 budget process Financial management sub-services will be aligned with the Assessment, Taxation and Corporate service.

2023 Preliminary Budget
Capital and Reserves

Section 2 Page #		Capital			Reserves
		2023 Budget	5-Year Forecast	6-Year Total	2023 Net Income / (Loss)
91	Roadway Construction and Maintenance	176.850	946.858	1,123.708	(3.133)
95	Transportation Planning and Traffic Management	6.358	36.619	42.977	
99	Roadway Snow Removal and Ice Control		0.478	0.478	
103	Public Transit	129.829	400.287	530.116	0.271
108	City Beautification	0.128	1.166	1.294	
112	Winnipeg Fleet Management (SOA)	16.552	82.664	99.216	
117	Winnipeg Parking Authority (SOA)	0.178	0.962	1.140	
	Public Works	329.895	1,469.034	1,798.929	(2.862)
124	Water	50.500	289.935	340.435	12.269
128	Wastewater	113.755	506.525	620.280	(33.718)
132	Land Drainage and Flood Control	3.315	26.385	29.700	
139	Solid Waste Disposal	3.600	15.750	19.350	(1.945)
143	Recycling and Waste Diversion	1.050	0.780	1.830	(2.500)
	Water, Waste and Environment	172.220	839.375	1,011.595	(25.894)
155	Neighbourhood Revitalization				(2.780)
159	Development Approvals, Building Permits and Inspections	0.100	0.210	0.310	-
163	Heritage Conservation	0.543	12.347	12.890	(0.003)
167	Property Asset Management				9.094
169	Municipal Accommodations	6.786	8.792	15.578	
173	Cemeteries	0.200	1.324	1.524	0.482
	Property and Development	7.629	22.673	30.302	6.793
183	Fire and Rescue Response	2.142	42.971	45.113	
201	Recreation	21.060	10.624	31.684	
207	Parks and Urban Forestry	16.514	70.430	86.944	0.260
217	Libraries	0.425	4.700	5.125	
221	Arts, Entertainment and Culture	5.525	27.000	32.525	
225	Insect Control		0.900	0.900	(1.094)
	Community Services	45.666	156.625	202.291	(0.834)
234	Police Response	3.034	24.169	27.203	
243	Traffic Safety and Enforcement		0.625	0.625	
	Winnipeg Police Board	3.034	24.794	27.828	
251	Assessment, Taxation and Corporate	2.831	9.386	12.217	6.765
254	Economic Development			-	(0.603)
	Finance and Economic Development	2.831	9.386	12.217	6.162
267	Innovation, Transformation and Technology	4.978	10.696	15.674	(1.044)
269	Contact Centre - 311	0.277	0.790	1.067	
275	Council Services	0.100	0.550	0.650	
	Executive Policy Committee	5.355	12.036	17.391	(1.044)
	Total City Services	**566.630**	**2,533.923**	**3,100.553**	**(17.679)**

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 2023 Preliminary Budget.

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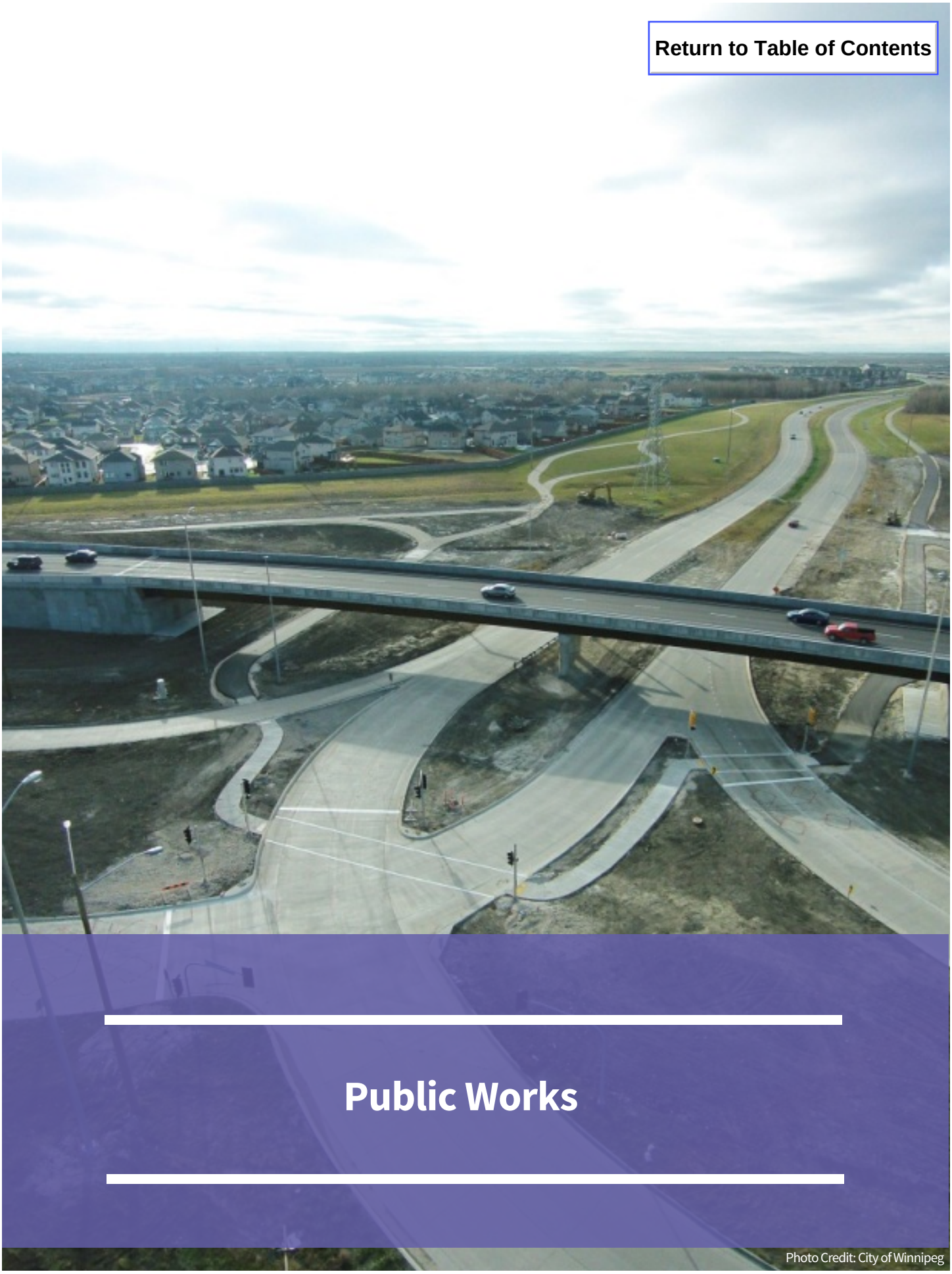


Public Works

Photo Credit: City of Winnipeg

Standing Policy Committee on Public Works

Service Name	Lead Department	Supporting Department(s)
Roadway Construction and Maintenance	Public Works	
Transportation Planning and Traffic Management	Public Works	Planning, Property and Development; Street Lighting
Roadway Snow Removal and Ice Control	Public Works	
Public Transit	Transit	
City Beautification	Public Works	Planning, Property and Development
Winnipeg Fleet Management Agency (SOA)	Winnipeg Fleet Management Agency (SOA)	Public Works
Winnipeg Parking Authority (SOA)	Winnipeg Parking Authority (SOA)	Public Works

Note: SOA = Special Operating Agency



Photo Credit: City of Winnipeg

Roadway Construction and 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.

Key services include construction and maintenance of bridges, regional & local streets, and regional & local sidewalks.

OurWinnipeg

City Building (*CB*) | Economic Prosperity (*EP*) | Environmental Resilience (*ER*) | Good Health and Well-Being (*HW*) | Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Provide quality transportation infrastructure by ensuring the road, sidewalk and pathway networks are in acceptable condition and are "fit for purpose"				
Regional streets in good or better condition [A]	72.4%	n/a	74.9%	77.6%
Residential and industrial streets in good or better condition [A]	69.1%	n/a	70.8%	71.8%
Total length of streets renewed (lane-km)	133.4	146.6	144.1	145.9
Total length of sidewalks and cycle facilities renewed (km) [C]	n/a	32.6	32.6	32.6
Dust control applied to gravel roads and lanes (km) [D]	166	201	n/a	n/a
Renewal of chip seal roadway inventory	11.7%	26.0%	25.0%	25.0%
Total cost for paved (hard top) roads per lane-kilometre	$11,012	$12,389	$12,761	$13,143
Citizen satisfaction with the condition of major streets (such as Portage Ave. or Pembina Hwy.) [B] [E]	58%	61%	40%	53%
Citizen satisfaction with the condition of residential streets in neighbourhood [B] [E]	54%	50%	39%	48%
Goal 2: Ensure roads, sidewalks and pathways are safe and accessible at all times by providing adequate maintenance				
Hard surface pavements - localized repairs (excl. overlays) (m2)	46,325	52,815	52,815	52,815
Number of potholes filled on hard surface pavements [F]	157,367	140,570	250,000	182,646
Concrete sidewalks repaired (m2)	10,132	8,189	9,489	9,270
Goal 3: Enable safe waterway crossings and grade separations by ensuring bridges and supporting infrastructure are maintained and meet all regulatory requirements				
Major bridge rehabilitations	8 locations $6,055,070	4 locations $5,613,000	5 locations $6,000,000	5 locations $10,000,000
Significant bridge maintenance repair works	20 locations $351,650	28 locations $746,503	30 locations $760,000	32 locations $780,000
Goal 4: Design and construct new transportation infrastructure in an environmentally sustainable manner and address social and aesthetic considerations				
Total length of new streets added (lane-km) [G]	27.5	49.2	n/a	n/a

Roadway Construction and Maintenance

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Total length of new sidewalks and cycling facilities added (km) [C] [G]	n/a	15.4	n/a	n/a

[A] Regional street ratings are collected every second year and will be reported on in the year they are rated. Local streets ratings are collected on a three year cycle and, starting in 2020, will be reported on at the end of each three year cycle. This does not include alley ratings.

[B] Refer to benchmarking / comparison data on the following page.

[C] New measure added for 2021.

[D] Measure is subject to seasonal variations (amount of rainfall in a season).

[E] 2022 is the actual result of the citizen satisfaction survey.

[F] The increased pothole patching in spring of 2022 is anticipated to be offset by a reduction in preventative maintenance activities.

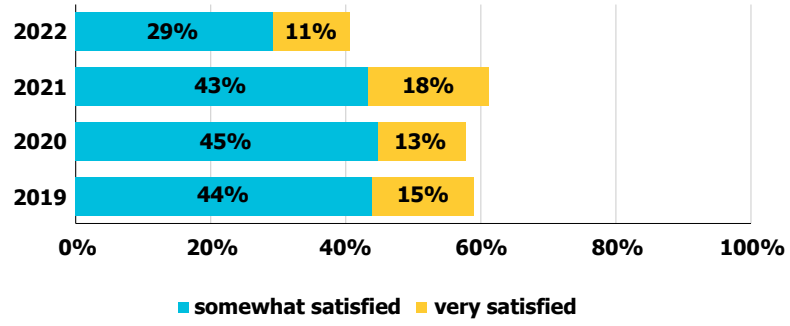
[G] Includes developer-driven projects, which are outside the service delivery area's control.

Roadway Construction and Maintenance

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Condition of Major Streets (such as Portage Ave. or Pembina Hwy.)

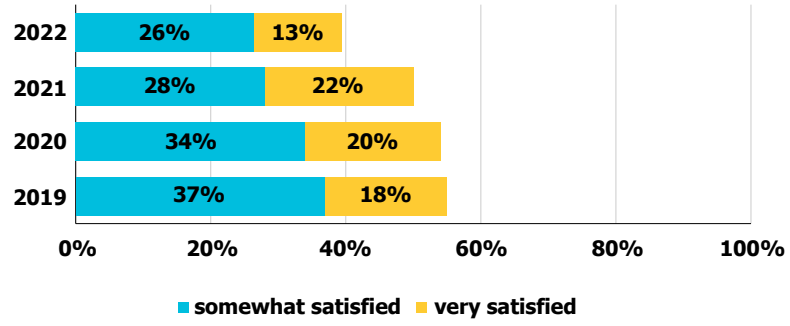


Citizen satisfaction with the condition of major streets had been trending upward since 2014 when a dedicated annual property tax was established to fund the road renewal program for major streets. Appearance of potholes in spring of 2022 have been exacerbated by a significant amount of precipitation and an extended freeze-thaw cycle that likely contributed to a decrease in citizen satisfaction for 2022.

	2019	2020	2021	2022
Total Satisfied	59%	58%	61%	40%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with the Condition of Residential Streets in Neighbourhood



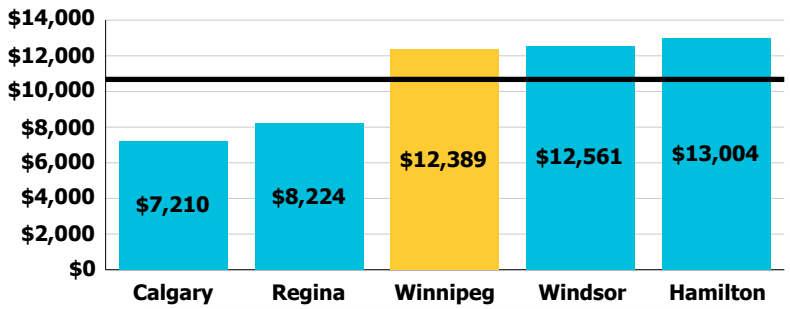
Citizen satisfaction with the condition of residential streets had been trending upward since 2013 when a dedicated annual property tax was established to fund the road renewal program for major streets. Appearance of potholes in spring of 2022 have been exacerbated by a significant amount of precipitation and an extended freeze-thaw cycle that likely contributed to a decrease in citizen satisfaction for 2022.

	2019	2020	2021	2022
Total Satisfied	55%	54%	50%	39%

Source: City of Winnipeg Annual Citizen Survey

Efficiency Measurement

Total Cost for Paved (Hard Top) Roads per Lane-Kilometre (2021)



Paved or hard top roads are defined as roads with asphalt surface, concrete surface, or composite pavement. Winnipeg's total paved roadway operating costs are higher than the median ($10,678).

	2017	2018	2019	2020	2021
Wpg. Trend	$10,928	$11,577	$11,027	$11,012	$12,389

Source: Municipal Benchmarking Network Canada (ROAD307T)

Roadway Construction and Maintenance

Contributing Department

Public Works 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	68.172	68.709	68.892	69.109	87.625	
Provincial funding (service specific)	(0.003)	-	-	-	-	
Revenues	**68.169**	**68.709**	**68.892**	**69.109**	**87.625**	**1**
Salaries and benefits	17.195	18.635	18.791	18.929	19.427	
Services	12.274	18.055	17.789	17.599	17.614	
Materials, parts, and supplies	6.001	8.497	8.603	8.547	8.827	
Assets and purchases	0.021	0.036	0.037	0.036	0.035	
Grants, transfers and other	3.928	1.764	1.788	1.757	1.762	
Recoveries	(6.468)	(12.022)	(12.015)	(12.079)	(12.089)	
Operating expenses	**32.951**	**34.965**	**34.995**	**34.789**	**35.575**	
Transfer to Capital	0.939	5.880	1.678	1.525	1.478	
Transfer to Capital - Frontage Levy	10.000	10.000	10.000	10.000	27.800	
Transfer to Local Street Renewal Reserve	47.370	41.270	47.370	47.370	64.670	
Transfer to Regional Street Renewal Reserve	42.870	36.770	42.870	42.870	51.170	
Debt and finance charges	9.362	9.450	8.788	9.183	10.426	
Total Expenses	**143.492**	**138.336**	**145.701**	**145.737**	**191.119**	**2**
Mill Rate Support/(Contribution)	**75.323**	**69.626**	**76.809**	**76.628**	**103.494**	
Full-time Equivalent Positions	**206**	**229**	**229**	**226**	**226**	

Explanation of 2023 change from 2022

(in millions of $)

1 Revenues

Increase in frontage levy revenue	18.390
Increase in service revenue mainly due to inflationary increase in fees and charges	0.126
	18.516

2 Expenses

Frontage Levy transfer to Capital Fund	17.800
Transfer to Local Street Renewal Reserve (1.7% property tax increase)	17.300
Transfer to Regional Street Renewal Reserve (0.3% property tax increase)	8.300
Increase in debt and finance charges	1.243
Increase in salaries and benefits	0.498
Increase in fuel costs mainly due to fuel price increase	0.289
Transfer to Capital	(0.047)
Miscellaneous adjustments	(0.001)
	45.382

Roadway Construction and Maintenance

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Bridge Constr & Maint	Revenue	10.011	10.007	10.007	10.000	27.800
	Operating expenses	2.548	2.859	2.792	2.773	2.834
	Transfer to Capital	10.262	13.128	11.478	11.478	29.278
		2.799	5.980	4.263	4.251	4.312
Regl Streets Constr & Maint	Revenue	29.616	29.458	29.545	29.644	29.973
	Operating expenses	18.523	19.237	19.466	19.659	20.816
	Transfer to Capital	43.360	38.345	43.070	42.894	51.170
		32.267	28.123	32.991	32.910	42.013
Local Streets Constr & Maint	Revenue	25.512	25.657	25.740	25.832	26.159
	Operating expenses	17.944	18.675	17.840	17.795	18.455
	Transfer to Capital	47.403	41.270	47.370	47.393	64.670
		39.834	34.288	39.470	39.356	56.965
Regl Sidewalk Constr & Maint	Revenue	0.828	0.999	1.002	1.011	1.027
	Operating expenses	0.759	0.962	0.975	1.001	1.055
	Transfer to Capital	0.143	0.589	-	-	-
		0.075	0.552	(0.027)	(0.010)	0.028
Local Sidewalk Constr & Maint	Revenue	2.202	2.588	2.598	2.623	2.666
	Operating expenses	2.539	2.682	2.710	2.743	2.841
	Transfer to Capital	0.011	0.589	-	-	-
		0.348	0.683	0.112	0.120	0.175
Mill Rate Support/(Contribution)		**75.323**	**69.626**	**76.809**	**76.628**	**103.494**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Canada Community-Building Fund	1.416	1.416	14.373	11.391
- Local Street Renewal Reserve	0.685	0.824	0.712	0.608
- Regional Street Renewal Res	0.347	0.347	0.297	0.250

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

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	176.850	946.858	1,123.708

Transportation Planning and Traffic 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.

Key services include street lighting, transportation planning & design, and traffic/right-of-way management.

OurWinnipeg

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Enable the sustainability of the transportation network by encouraging mode shift and transportation demand management				
Average weekday daily vehicle km travelled on regional streets [A]	7.97 million	8.62 million	10.41 million	10.41 million
Total length of regional streets (lane-km)	1,824	1,824	1,824	1,824
Total length of truck routes (lane-km)	1,777	1,777	1,777	1,777
Goal 2: 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				
Number of pedestrian corridors with rectangular rapid flashing beacons	8	8	23	38
Total length of active transportation facilities (km)	398	402	410	415
Goal 3: Support the provision of a reliable and predictable transportation network by ensuring travel times are predictable and traffic flows are smooth				
Average travel speed (km/h) on major roads during the AM period (7:00-9:00)	41.2	41.96	33.7	33.7
Average time to repair signalized intersection (hours) [B]	5.6	5.3	5.2	5.1
Maintenance cost per signalized location	$6,907	$6,862	$6,900	$6,900
Citizen satisfaction with the management of rush hour traffic flow [C] [D]	60%	63%	56%	56%
Goal 4: Ensure the transportation network is safe, sustainable and accessible by providing sufficient and efficient lighting.				
Number of street, lane and pathway lights	76,680	77,055	77,363	77,673
Number of lighting complaints requiring a lighting upgrade	25	50	50	50
Number of lighting complaints	88	92	92	92

[A] Vehicle travel in 2020 and 2021 are lower than typical as a result of the COVID-19 pandemic, but it is anticipated that this will increase in future years.

[B] The repair time is affected by the time of day and day of week when the damage occurs. The repair time can fluctuate when damage occurs during unscheduled shift hours (i.e., between 16:00-08:00 and on weekends) due to the reduced availability of staff who can work on the repairs.

[C] Refer to benchmarking / comparison data on the following page.

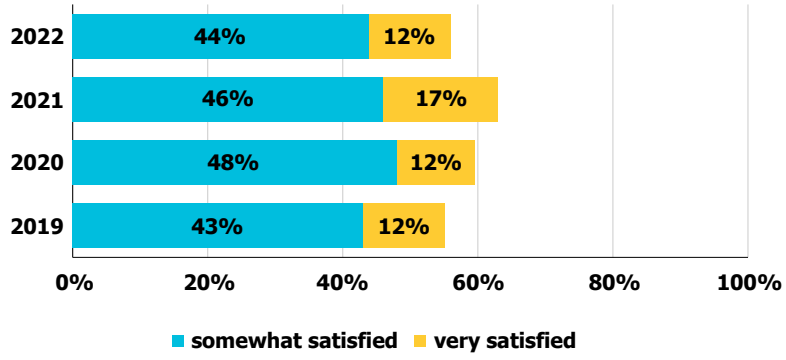
[D] 2022 is the actual result of the citizen satisfaction survey.

Transportation Planning and Traffic Management

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with the Management of Rush Hour Traffic Flow



	2019	2020	2021	2022
Total Satisfied	55%	60%	63%	56%

Source: City of Winnipeg Annual Citizen Survey

In 2017, the leading-edge Traffic Management Centre (TMC) was introduced to better manage traffic situations and analyze reoccurring issues, leading to more efficient service delivery and improved awareness for the driver.

The COVID-19 pandemic resulted in lower rush hour traffic volumes and likely led to an increase in citizen satisfaction with rush hour traffic flow in 2020 and 2021. The decrease in citizen satisfaction to 56% in 2022 from 63% in 2021 is likely a reflection of return to more typical pre-pandemic traffic patterns and congestion.

Average Travel Speed (km/h) on Major Roads During the AM Period (07:00-09:00)

Route	2017	2018	2019	2020	2021
Henderson Hwy.	46.7	43.1	36.6	44.5	44.6
Main St.	40.0	35.1	34.3	40.1	39.7
Pembina Hwy.	38.9	n/a	29.7	41.7	43.3
Portage Ave.	38.9	41.8	35.4	39.7	39.8
St. Mary's Rd.	34.5	37.3	32.5	40.2	42.4

Source: WAZE traffic & navigation app. (The 2017-2018 data source was limited GPS data collected from travel time studies with test vehicles).
Please see this link on City website for WAZE data description:
https://winnipeg.ca/publicworks/transportation/TMC/Waze/whatisWaze.stm

n/a = route not measured in given year

All travel speeds for routes listed here are from the Perimeter Highway to downtown Winnipeg. Travel speed can be impacted by a number of factors such as road construction projects and traffic signal coordination. The COVID-19 pandemic resulted in a decrease in vehicle traffic throughout 2020 and 2021 which improved rush hour traffic flow and allowed for increased travel speeds.

Starting in 2019, travel speed data was provided from the City's WAZE data platform. This data source provides a larger sample of travel speeds across the entire year compared to limited data collection completed in the past. Please use caution when comparing data from before 2019 due to this change in data source and collection method.

Transportation Planning and Traffic Management

Contributing Departments

Public Works	58 %
Street Lighting	41 %
Planning, Property and Development	1 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	2.634	2.886	2.922	3.000	3.250	
Provincial funding (service specific)	0.001	-	-	-	-	
Revenues	**2.635**	**2.886**	**2.922**	**3.000**	**3.250**	**1**
Salaries and benefits	14.066	14.753	14.899	15.043	15.786	
Services	15.934	15.691	16.463	16.869	16.942	
Materials, parts and supplies	3.091	2.469	2.532	2.496	2.623	
Assets and purchases	0.051	0.079	0.085	0.083	0.079	
Grants, transfers and other	1.139	1.138	1.154	1.151	1.157	
Recoveries	(4.818)	(3.461)	(3.461)	(3.482)	(3.491)	
Operating expenses	**29.462**	**30.669**	**31.673**	**32.159**	**33.095**	
Transfer to Capital	0.379	1.044	-	0.034	-	
Debt and finance charges	0.032	0.029	0.049	0.037	0.084	
Total Expenses	**29.873**	**31.741**	**31.722**	**32.230**	**33.179**	**2**
Mill Rate Support/(Contribution)	**27.238**	**28.855**	**28.799**	**29.231**	**29.929**	
Full-time Equivalent Positions	**154**	**165**	**165**	**163**	**165**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in use of Street Permit and Move Permit Revenue	0.150
Increase in service revenue due to inflationary increase in fees and charges and the resumption of permit fees for street closures to facilitate block parties and festivals	0.100
	0.250

2 Expenses

Increase in salaries and benefits other than increase related to Road Safety Strategic Action Plan	0.461
Increase in salaries and benefits related to Road Safety Strategic Action Plan	0.282
Increase in fleet capital and operating lease	0.184
Increase in fuel costs mainly due to fuel price increase	0.099
Increase in debt and finance charges	0.047
Transfer to Capital	(0.034)
Decrease in light and power expenditures for city street lighting	(0.106)
Miscellaneous adjustments	0.016
	0.949

Full-time Equivalent Positions

Increase of 2.75 FTEs related to the implementation of the Road Safety Strategic Action Plan, net of refinement of service-based view.

Transportation Planning and Traffic Management

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.881	12.409	13.302	13.815	13.709
	Transfer to Capital	-	-	-	-	-
		12.881	12.409	13.302	13.815	13.709
Transportation Plan & Design	Revenue	0.066	0.061	0.062	0.059	0.061
	Operating expenses	1.336	1.369	1.453	1.536	1.518
	Transfer to Capital	0.356	0.093	-	0.020	-
		1.625	1.402	1.391	1.497	1.457
Traffic/Right of Way Mgt	Revenue	2.568	2.826	2.861	2.941	3.189
	Operating expenses	15.277	16.920	16.966	16.845	17.952
	Transfer to Capital	0.023	0.950	-	0.014	-
		12.731	15.044	14.106	13.918	14.763
Mill Rate Support/(Contribution)		**27.238**	**28.855**	**28.799**	**29.231**	**29.929**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	6.358	36.619	42.977

Roadway Snow Removal and Ice Control

Description

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

Key services include snow & ice removal on regional & local streets, sidewalks, parks & facilities, and snow disposal sites.

OurWinnipeg

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Provide safe and accessible transportation infrastructure in winter by delivering efficient and effective snow and ice control services [A]				
Sidewalks plowed (km)	42,349	24,846	n/a	n/a
Annual snowfall (cm)	140	117	n/a	n/a
Days of snowfall (3 cm or more)	13	38	n/a	n/a
Regional streets - Priority 1 truck plows (Department budgets for 3 events)	7	6	n/a	n/a
Regional streets - Priority 1 grader plows (Department budgets for 3 events)	2	1	n/a	n/a
Bus routes and truck routes - Priority 2 truck plows (Department budgets for 3 events)	5	5	n/a	n/a
Bus routes and truck routes - Priority 2 grader plows (Department budgets for 2 events)	2	3	n/a	n/a
Residential streets - Priority 3 grader plows (Department budgets 2 events)	1	3	n/a	n/a
Alleys (Department budgets for 2 events)	5	3	n/a	n/a
Snow removed / hauled (m3) [B]	344,224	150,581	n/a	n/a
Citizen satisfaction with snow removal [C] [D]	77%	74%	63%	71%
Total costs for winter maintenance of roadways per lane-kilometre maintained in winter [C]	6,546	6,881	7,087	7,300
Goal 2: Comply with the Environment Canada 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 [A]				
Salt applied (tonnes)	24,173	21,981	n/a	n/a
Sand applied (tonnes)	53,559	59,196	n/a	n/a
Cost per lane kilometre to apply salt/sand for ice control [E]	1,515	1,858	n/a	n/a

[A] Current measures are based on outputs; future measures will reflect service-related performance reporting as data becomes available.

[B] The amount of snow removed is affected by many factors which include, but are not limited to, amount of snowfall, frequency and severity of events, winter temperatures, freeze-thaw cycles and the price of fuel.

[C] Refer to benchmarking / comparison data on the following page.

[D] 2022 is the actual result of the citizen satisfaction survey.

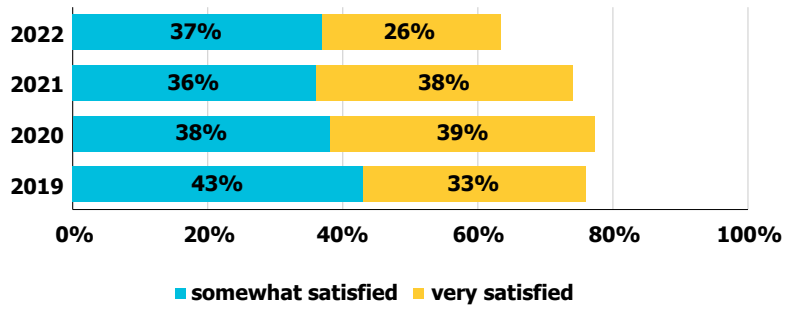
[E] The cost per lane km to apply salt and sand for ice control varies from year-to-year due to weather conditions, usually increasing cost during years with more frequent milder daytime & freezing overnight days.

Roadway Snow Removal and Ice Control

Performance Measurements

Effectiveness Measurement

Citizen Satisfaction with Snow Removal



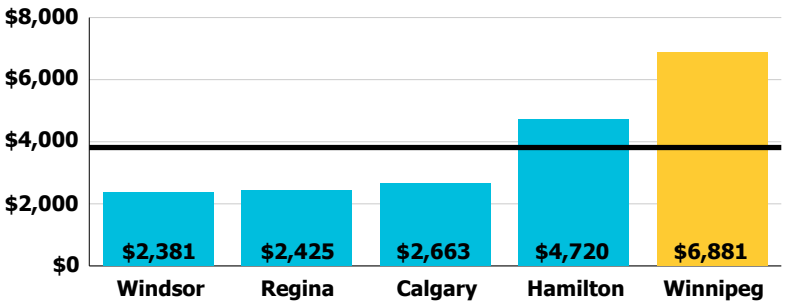
The citizen satisfaction for snow removal decreased to 63% in 2022 from 74% in 2021. Environmental factors experienced during winter 2021/2022 such as record snowfall, colder temperatures, higher blowing snow days and lower salting opportunities due to temperatures, are likely to have contributed to decreasing satisfaction levels.

	2019	2020	2021	2022
Total Satisfied	76%	77%	74%	63%

Source: City of Winnipeg Annual Citizen Survey

Efficiency Measurement

Total Costs for Winter Maintenance of Roadways per Lane-Kilometre Maintained in Winter (2021)



These costs are affected by many factors which include, but are not limited to, amount of snowfall, frequency and severity of events, winter temperatures, freeze-thaw cycles and the price of fuel. Winnipeg's total costs for winter maintenance of roadways is higher than the median ($3,814).

	2017	2018	2019	2020	2021
Wpg. Trend	$4,905	$5,159	$6,657	$6,546	$6,881

Source: Municipal Benchmarking Network Canada (ROAD309T)

Roadway Snow Removal and Ice Control

Contributing Department

Public Works 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.117	0.113	0.113	0.011	0.011	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.117**	**0.113**	**0.113**	**0.011**	**0.011**	**1**
Salaries and benefits	10.529	10.090	10.209	10.217	10.625	
Services	28.973	19.215	19.027	18.834	19.623	
Materials, parts, and supplies	5.989	4.446	4.504	4.463	4.912	
Assets and purchases	0.017	0.015	0.015	0.014	0.015	
Grants, transfers and other	1.417	1.395	1.425	1.393	1.398	
Recoveries	(0.678)	(0.142)	(0.142)	(0.214)	(0.232)	
Operating expenses	**46.248**	**35.019**	**35.037**	**34.707**	**36.342**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**46.248**	**35.019**	**35.037**	**34.707**	**36.342**	**2**
Mill Rate Support/(Contribution)	**46.131**	**34.906**	**34.924**	**34.696**	**36.330**	
Full-time Equivalent Positions	**129**	**133**	**133**	**131**	**132**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase of fleet costs and real property contracts related to enhanced sidewalk clearing and more effective snow fencing operations	0.831
Increase in fuel and carbon tax expenditures mainly due to increased fuel costs	0.460
Increase in salaries and benefits - excluding additional costs (1.0 FTE) for snow fence setup	0.352
Increase in salaries and benefits (1.0 FTE) approved to support more effective snow fencing operations	0.056
Miscellaneous adjustments	(0.064)
	1.635

Full-time Equivalent Positions

Increase of 1.0 FTE to support more effective snow fencing operations as approved by Council July 21, 2022.

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Regl Streets Snow/Ice Removal	Revenue	0.047	0.042	0.042	-	-
	Operating expenses	14.972	12.596	12.589	12.422	12.762
	Transfer to Capital	-	-	-	-	-
		14.925	12.555	12.547	12.422	12.762
Local Streets Snow/Ice Removal	Revenue	0.049	0.048	0.048	0.006	0.006
	Operating expenses	25.241	15.758	15.768	15.642	15.941
	Transfer to Capital	-	-	-	-	-
		25.192	15.710	15.719	15.637	15.936
Sidewalk Snow/Ice Removal	Revenue	0.008	0.012	0.012	0.006	0.006
	Operating expenses	3.921	4.774	4.781	4.748	5.704
	Transfer to Capital	-	-	-	-	-
		3.913	4.762	4.769	4.742	5.699
Parks,Facility Snow,Ice Remove	Revenue	0.010	0.009	0.009	-	-
	Operating expenses	0.891	1.170	1.178	1.177	1.209
	Transfer to Capital	-	-	-	-	-
		0.880	1.161	1.169	1.177	1.209
Snow Disposal Sites	Revenue	0.002	0.002	0.002	-	-
	Operating expenses	1.223	0.720	0.722	0.718	0.725
	Transfer to Capital	-	-	-	-	-
		1.221	0.718	0.720	0.718	0.725
Mill Rate Support/(Contribution)		**46.131**	**34.906**	**34.924**	**34.696**	**36.330**

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	-	0.478	0.478

Public Transit

Description

Winnipeg Transit operates a public transportation system that provides a network of service routes throughout the City which includes conventional, express and suburban on-request 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.

Key services include conventional transit, transit plus, and chartered bus & special events.

OurWinnipeg

City Building (*CB*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Meet passenger needs and expectations by providing reliable, accessible and frequent service				
On-time performance - running early	7.5%	6.5%	5.0%	4.0%
On-time performance - running late	13.5%	11.0%	10.0%	9.0%
On-time performance - running on-time	79.0%	82.5%	85.0%	87.0%
Revenue vehicle hours/capita [A] [B]	1.92	1.99	1.96	1.96
Transit Plus trips accomodated [A]	99.49%	99.97%	99.00%	98.70%
Citizen satisfaction survey - total satisfied [E]	59%	69%	64%	70%
Goal 2: Grow ridership for conventional transit, returning to pre-COVID levels				
Total annual passengers carried [A] [C]	24,788,979	21,465,663	30,176,000	38,312,000
Total average weekday passengers carried [A]	84,194	71,523	105,985	134,500
Goal 3: Utilize resources responsibly and operate efficiently				
Operating cost per passenger - conventional service [A] [B]	$6.26	$7.60	$5.75	$4.75
Operating cost per passenger - Transit Plus [A] [B]	$47.54	$47.86	$38.20	$40.70
Goal 4: Maintain high safety standards for Transit service to protect employees, passengers and specialized transit contractors				
Overall SAFE Work Certification score [D]	N/A	78%	83%	88%
Annual lost time injury rates	6.2%	7.6%	7.2%	6.9%
Annual lost time injury severity rates (hours lost)	1,607	1,417	1,346	1,279

[A] 2020 and 2021 statistics were impacted by the COVID-19 pandemic. The targets set for 2022 and 2023 reflect assumptions on Transit's recovery from the pandemic which is expected to take multiple years.

[B] Refer to benchmarking / comparison data on the following page.

[C] Conventional Transit Passengers per Capita - refer to benchmarking / comparison data on the following page.

[D] Transit achieved SAFE Work Certification on May 1, 2021.

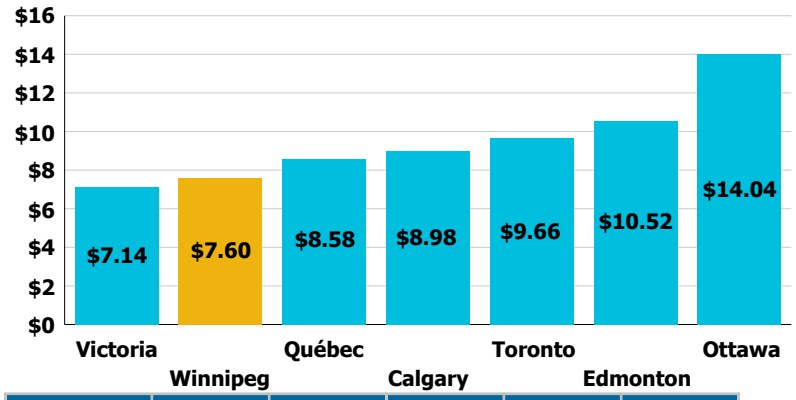
[E] 2022 is the actual result of the citizen satisfaction survey.

Public Transit

Performance Measurements

Efficiency Measurements

Conventional Transit Operating Cost per Passenger (2021)



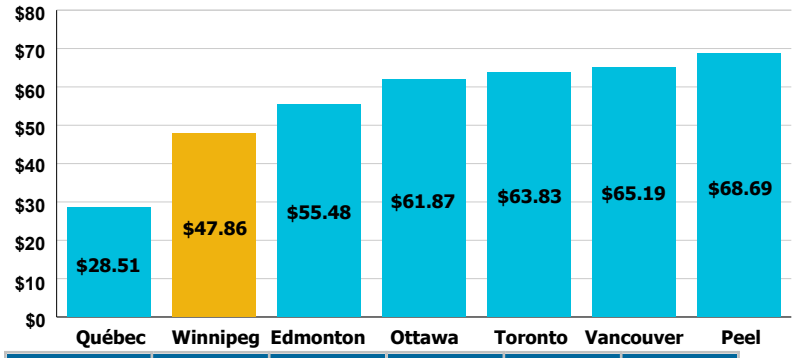
	2017	2018	2019	2020	2021
Wpg. Trend	$3.12	$3.27	$3.36	$6.26	$7.60

Source: Canadian Urban Transit Association

Winnipeg consistently operates one of the most cost efficient transit systems in Canada.

Consistent with other municipalities, Winnipeg Transit's operating cost per passenger increased beginning in 2020 as a result of significantly lower ridership on public transit due to the COVID-19 pandemic. Some cost mitigation measures have been implemented to reduce operating costs such as service reductions, a hiring freeze and limited discretionary spending.

Transit Plus Operating Cost per Passenger (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	$23.92	$25.53	$27.81	$47.54	$47.86

Source: Canadian Urban Transit Association

The operating cost per passenger for Transit Plus has consistently increased over the years in part due to the procurement of larger vehicles with enhanced accessibility features and added operational positions to support changing eligibility criteria, system requirements and implementation of the Ombudsman's recommendations.

Consistent with other municipalities, Winnipeg Transit Plus' operating cost per passenger began to increase further in 2020 as a result of significantly lower ridership on public transit due to the COVID-19 pandemic. Service hours were reduced to meet demand, however, this was limited due to the need to facilitate social distancing.

There were 221,256 Transit Plus passengers carried in 2021 compared to 242,639 in 2020.

Public Transit

Contributing Department

Transit 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	46.014	96.954	61.112	72.658	89.530	
Provincial funding (service specific)	42.004	42.024	42.024	42.024	47.024	
Revenues	**88.017**	**138.978**	**103.135**	**114.681**	**136.554**	**1**
Salaries and benefits	121.862	123.848	127.207	129.414	134.217	
Services	14.708	20.162	21.196	20.118	21.978	
Materials, parts, and supplies	34.012	38.654	39.123	38.016	48.487	
Assets and purchases	0.209	0.706	0.854	0.734	0.956	
Grants, transfers and other	9.048	5.075	1.209	1.811	7.883	
Recoveries	(4.253)	(4.235)	(4.368)	(3.591)	(3.693)	
Operating Expenses	**175.586**	**184.211**	**185.221**	**186.501**	**209.828**	
Transfer to Capital	-	2.805	-	0.450	-	
Transfer to SW Rapid Transitway Payment Reserve	11.108	9.095	11.108	13.187	15.332	
Debt and finance charges	5.595	10.132	11.079	12.176	13.471	
Total Expenses	**192.289**	**206.243**	**207.408**	**212.314**	**238.631**	**2**
Mill Rate Support/(Contribution)	**104.272**	**67.265**	**104.272**	**97.633**	**102.077**	
Full-time Equivalent Positions	**1,573**	**1,605**	**1,624**	**1,619**	**1,623**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in fare revenue to partially re-establish the 2022 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2023	15.637
Increase in Provincial funding to implement safety and security measures	5.000
Increase transfer from the Southwest Rapid Transitway Corridor Reserve	1.100
Miscellaneous adjustments	0.136
	21.873

2 Expenses

Increase in fuel and carbon tax	9.801
Increase in Transit safety initiatives	5.000
Increase in salaries and benefits	4.803
Increase transfer to Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve	2.145
Increase in Transit Plus contracts	1.711
Increase in debt and finance charges	1.295
Decrease in expenditure management	0.975
Increase in bus, automotive and other parts	0.369
Increase in motive equipment	0.215
Transfer to capital	(0.450)
Miscellaneous adjustments	0.453
	26.317

Public Transit

Full-time Equivalent Positions

Increase of 4 FTEs due to implementation of on demand Transit service (2.60 FTEs), the addition of an Asset Management position to be funded from capital (1.00 FTE) and refinement of service based view (0.40 FTE).

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Conventional Transit	Revenue	83.741	133.413	97.780	109.250	130.648
	Operating expenses	178.411	190.324	193.776	198.777	223.036
	Transfer to Capital	-	2.805	-	0.450	-
		94.670	59.716	95.996	89.976	92.388
Transit Plus	Revenue	3.977	5.309	5.170	5.164	5.665
	Operating expenses	10.913	12.858	13.447	12.821	15.259
	Transfer to Capital	-	-	-	-	-
		6.936	7.549	8.277	7.657	9.595
Chartered Bus & Special Events	Revenue	0.299	0.256	0.185	0.267	0.241
	Operating expenses	0.299	0.256	0.185	0.267	0.335
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	0.094
Mill Rate Support/(Contribution)		**104.272**	**67.265**	**104.272**	**97.633**	**102.077**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- SW Rapid Transit Corridor Res	2.176	1.276	1.298	0.212
- SW Rpd Trwy - 2 & Peb Hwy Udrp	12.743	12.880	13.061	14.417
- Transit Bus Replacemt Res	1.229	0.029	0.029	0.030
- Transit Infrastructure Reserve	-	-	-	-

Capital Budget	2023 Preliminary Budget	2024 - 2028 Forecast	6 Year Total
(in millions of $)	129.829	400.287	530.116

City Beautification

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.

Key services include litter collection, public gardens/landscaping, public art, and others - refer to Appendix 9 for the full listing of services.

OurWinnipeg

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Maintain and enhance streetscaping on image routes and social gathering spaces through the provision of public art and floral displays				
Flower beds (raised/fixed/in-ground, not including shrubs) (m2) [A]	26,948	28,856	28,856	28,856
Number of floral containers [A]	1,662	1,627	1,627	1,627
Number of public art projects completed [B]	6	4	6	6
Goal 2: Beautify the city through enhanced street sweeping and other clean and green initiatives				
Abrasives removed from right-of-way (tonnes) [C]	31,853	21,472	n/a	n/a
Average number of days per cycle to sweep all regional/Active Transportation street inventory (summer program)	7	6	5	5
Regional and collector boulevard inventory swept per year (%) [D]	71%	69%	70%	70%
Cost per lane km of street sweeping	$830	$833	$833	$833
Citizen satisfaction with City's efforts in keeping the City clean and beautiful [E]	73%	65%	65%	65%
Goal 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				
Number of community clean-up & Adopt-A-Park projects	46	41	44	44
Number of service requests related to overflowing bins	285	384	375	375
Number of garbage and recycling bins per hectare in parks	1.2	1.2	1.2	1.2
Number of garbage and recycling bins per km of pathway	3.9	3.9	3.9	3.9
Cost per hectare for manual litter collection	$321	$385	$400	$400
Goal 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				
Graffiti removed (m2)	52,310	53,333	49,049	49,049
Number of graffiti sites treated	7,256	6,881	7,144	7,144
Cost per graffiti removal incident	$122	$133	$133	$133

City Beautification

[A] Inventory excludes Assiniboine Park.

[B] Source: Winnipeg Arts Council.

[C] The tonnes of abrasives removed relates to the amount of sand and salt applied during the winter months. Targets cannot be estimated as this is affected by seasonal variations such as the frequency and severity of events, winter temperatures, and freeze-thaw cycles, which are outside the service delivery area's control.

[D] Boulevards include paved and unpaved (turf) surfaces, excluding ditches.

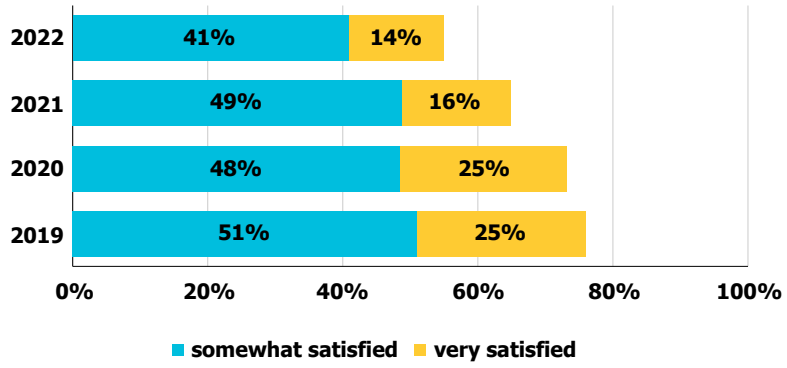
[E] Refer to benchmarking / comparison data on the following page.

City Beautification

Performance Measurements

Effectiveness Measurement

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



	2019	2020	2021	2022
Total Satisfied	76%	73%	65%	55%

Source: City of Winnipeg Annual Citizen Survey

A downward trend in citizen satisfaction may be related to the COVID-19 pandemic in 2020 and 2021, as well as the cool wet weather in spring 2022 resulting in late snow melt, and delayed spring clean-up efforts.

City Beautification

Contributing Departments

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

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.064	0.061	0.061	0.007	0.007	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.064**	**0.061**	**0.061**	**0.007**	**0.007**	**1**
Salaries and benefits	9.724	8.503	8.589	8.635	8.852	
Services	7.533	6.433	6.352	6.252	5.989	
Materials, parts, and supplies	1.308	1.133	1.148	1.150	1.253	
Assets and purchases	0.040	0.036	0.040	0.039	0.041	
Grants, transfers and other	1.686	1.713	1.751	1.743	1.750	
Recoveries	(0.750)	(0.373)	(0.368)	(0.400)	(0.410)	
Operating expenses	**19.540**	**17.446**	**17.513**	**17.417**	**17.475**	
Transfer to Capital	0.004	0.101	-	-	-	
Debt and finance charges	0.041	0.037	0.041	0.046	0.094	
Total Expenses	**19.585**	**17.584**	**17.554**	**17.463**	**17.569**	**2**
Mill Rate Support/(Contribution)	**19.520**	**17.523**	**17.493**	**17.456**	**17.562**	
Full-time Equivalent Positions	**142**	**120**	**120**	**119**	**119**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.217
Increase in fuel costs mainly due to fuel price increase	0.134
Increase in debt and finance charges	0.048
Reduction in internal landfill tipping fees	(0.279)
Miscellaneous adjustments	(0.014)
	0.106

City Beautification

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Litter Collection	Revenue	0.015	0.013	0.013	-	-
	Operating expenses	4.687	4.033	4.051	4.075	4.149
	Transfer to Capital	-	-	-	-	-
		4.672	4.019	4.037	4.075	4.149
Public Gardens/Landscaping	Revenue	0.018	0.020	0.020	0.007	0.007
	Operating expenses	3.905	4.159	4.185	4.179	4.253
	Transfer to Capital	0.004	0.084	-	-	-
		3.891	4.223	4.164	4.172	4.246
OrnLight/Flags,Banners/PubArt	Revenue	0.003	0.002	0.002	-	-
	Operating expenses	0.703	0.832	0.841	0.835	0.896
	Transfer to Capital	-	0.017	-	-	-
		0.700	0.846	0.839	0.835	0.896
Graffiti Control	Revenue	0.004	0.003	0.003	-	-
	Operating expenses	1.421	1.504	1.518	1.525	1.555
	Transfer to Capital	-	-	-	-	-
		1.417	1.501	1.515	1.525	1.555
Regional Street Cleaning	Revenue	0.013	0.011	0.011	-	-
	Operating expenses	4.359	3.566	3.569	3.517	3.485
	Transfer to Capital	-	-	-	-	-
		4.346	3.554	3.558	3.517	3.485
Local Street Cleaning	Revenue	0.011	0.010	0.010	-	-
	Operating expenses	4.506	3.389	3.389	3.331	3.231
	Transfer to Capital	-	-	-	-	-
		4.495	3.380	3.379	3.331	3.231
Mill Rate Support/(Contribution)		**19.520**	**17.523**	**17.493**	**17.456**	**17.562**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.128	1.166	1.294

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

Economic Prosperity (*EP*) Environmental Resilience (*ER*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Develop innovative strategies and efficiencies through the introduction of new technologies and business processes that enhance fleet services across WFMA				
Number of vehicle and equipment external rental days	80,938	85,953	86,000	86,000
Operating cost per vehicle kilometre [A]	0.50	0.58	0.63	0.65
Goal 2: To be a leader in environmental stewardship through the management of WFMA fueling infrastructure and promote fleet emission reductions				
Number of vehicle and equipment units managed	2,167	2,139	2,160	2,180
GHG emissions for fleet vehicles and equipment (tonnes eCO2)	15,899	15,376	15,400	15,400
Number of alternate fuel vehicles and equipment	72	75	75	75
Litres of unleaded gasoline, clear diesel, and marked diesel provided	7,206,367	7,178,604	7,200,000	7,200,000
Fuel efficiency by category - light vehicles in litres per 100 kilometre [A]	18.9	18.7	19.5	19.5
Fuel efficiency by category - heavy vehicles and specialty equipment in litres per hour [A]	7.6/6.4	6.6/7.5	7.2/7.3	7.2/7.3
Goal 3: Optimize the operational and financial performance of WFMA repair and manufacturing facilities to support the delivery of essential services to a diverse civic customer base				
Number of service repairs, by work order lines completed	31,185	28,572	28,600	28,600
Number of service labour hours completed	46,607	41,587	41,600	41,600
Goal 4: Improve customer service and satisfaction through effective fleet service delivery				
City departments' satisfaction with Fleet Management Services [A]	60%	75%	75%	75%

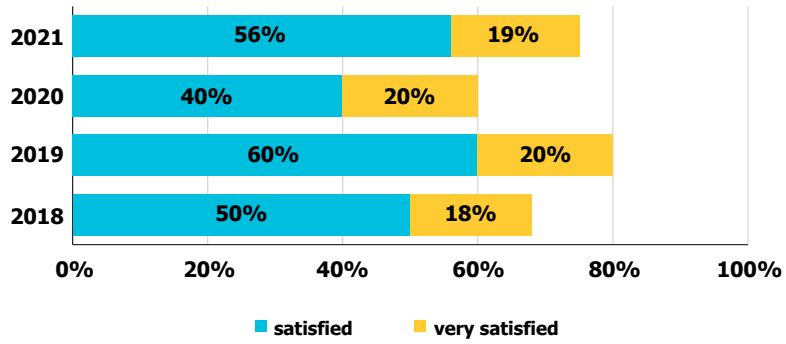
[A] Refer to benchmarking / comparison data on the following page.

Winnipeg Fleet Management Agency (SOA)

Performance Measurements

Effectiveness Measurement

City Departments' Satisfaction with Fleet Management Services (2021)

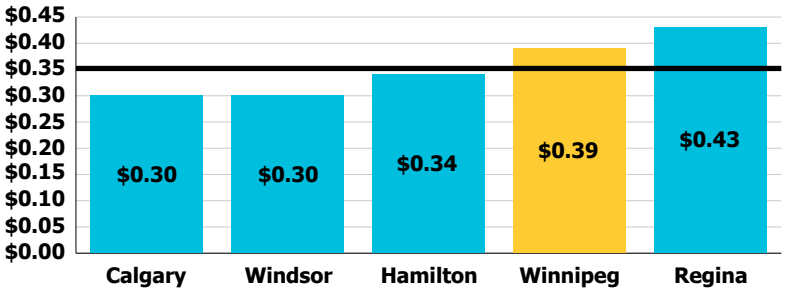


Winnipeg Fleet Management Agency conducted a customer survey and approximately 75% of the customers were satisfied with Fleet Management services.

	2018	2019	2020	2021
Wpg. Trend	68%	80%	60%	75%

Efficiency Measurement

Direct Cost per Light Vehicle Kilometer (Municipal Equipment) (2021)



Winnipeg's direct cost per kilometre for Light Fleet is comparable to other Municipalities.

Direct costs exclude Transit, Winnipeg Police Service and Winnipeg Fire Paramedic Service.

Direct cost accounts for work order costs (labour, parts, external repairs), and fuel costs. Costs exclude depreciation, license, insurance, and other indirect costs such as training.

	2017	2018	2019	2020	2021
Wpg. Trend	$0.37	$0.41	$0.39	$0.34	$0.39

Source: Municipal Benchmarking Network Canada (FLET327)

Winnipeg Fleet Management Agency (SOA)

Contributing Department

Fleet Management 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service Revenue	46.672	50.789	50.055	49.118	53.667	
Provincial funding (service specific)	0.163	0.174	0.174	0.174	0.174	
Revenues	**46.835**	**50.963**	**50.229**	**49.292**	**53.841**	**1**
Salaries and benefits	9.151	10.238	9.646	9.893	10.372	
Services	9.889	9.924	10.397	10.113	10.829	
Materials, parts, and supplies	10.623	11.237	11.538	12.121	15.357	
Assets and purchases	0.060	0.146	0.143	0.146	0.150	
Grants, transfers and other	1.010	1.076	0.959	0.979	0.971	
Recoveries	(0.055)	-	-	-	-	
Operating expenses	**30.678**	**32.620**	**32.682**	**33.253**	**37.679**	
Debt and finance charges	1.107	1.615	1.402	1.171	1.539	
Depreciation and amortization	15.281	15.527	15.442	14.774	15.006	
Dividend transfer to general revenue	0.092	0.092	0.092	0.092	0.092	
Total Expenses	**47.158**	**49.854**	**49.617**	**49.289**	**54.316**	**2**
Surplus/(Deficit)	**(0.322)**	**1.110**	**0.612**	**0.003**	**(0.475)**	
Full-time Equivalent Positions	**105**	**119**	**109**	**109**	**110**	

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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in fuel sales due to projected rates inclusive of carbon tax	3.397
Increase in services and parts revenue primarily due to accounting adjustment	0.545
Increase in fleet leases primarily due to Snow Clearing and Ice Control Policy	0.514
Increase in rentals	0.093
	4.549

2 Expenses

Increase in fuel expense due to projected rates inclusive of carbon tax	3.180
Increase in services expense primarily due to accounting adjustment	0.716
Increase in debt and finance charges and amortization	0.600
Increase in salaries and benefits primarily due to collective agreements	0.479
Miscellaneous adjustments	0.052
	5.027

Full-time Equivalent Positions

Increase of 1 FTE resulting from Snow Clearing and Ice Control Policy, garage mechanic.

Winnipeg Fleet Management Agency (SOA)

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	16.552	82.664	99.216

Winnipeg Parking Authority (SOA)

Description

The Winnipeg Parking Authority (WPA) provides management of 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 the screening and adjudication process for all municipal bylaw offences enforced under The Municipal By-law Enforcement Act.

The Parking Authority also 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

City Building (*CB*) Economic Prosperity (*EP*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Manage a dynamic service delivery structure for all on-street and off-street parking in order to maintain desired occupancy levels and minimize noncompliance with parking regulations				
Citizen satisfaction with the availability and convenience of on-street parking [A] [B]	58%	66%	56%	60%
Percentage of parking-related enforcement requests addressed within Service Level Agreement (SLA) timelines	99.91%	99.67%	100%	100%
Goal 2: Ensure the efficiency, impartiality, and transparency of the screening and adjudication process under The Municipal By-law Enforcement Act				
Percentage of penalty notices cancelled by a Provincial adjudicator appointed under The Municipal By-law Enforcement Act	0.2%	0.2%	0.2%	0.2%
Goal 3: Provide regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens				
Number of inspections per vehicle for hire	13.18	10.69	12	12
Operating cost for taxi (driver and plate-holder) licensing per 100,000 population	$125,530	$141,526	$143,441	$146,310
Goal 4: As an indicator of effective customer service, ensure 311 requests are responded to within established timeframes				
Percentage of 311 requests resolved within established timelines	94.46%	94.30%	96%	97%
Goal 5: Ensure all service delivery is operating on at least a full cost recovery basis to meet the Parking Authority mandate to be bottom-line driven				
Earnings (net income) before interest, dividends, and amortization (EBIDA) [C]	$660,000	$1,040,000	$2,400,000	$7,500,000
Enforcement fine collection rate	79%	77%	80%	80%

Winnipeg Parking Authority (SOA)

[A] Refer to benchmarking / comparison data on the following page.

[B] 2022 is the actual result of the citizen satisfaction survey.

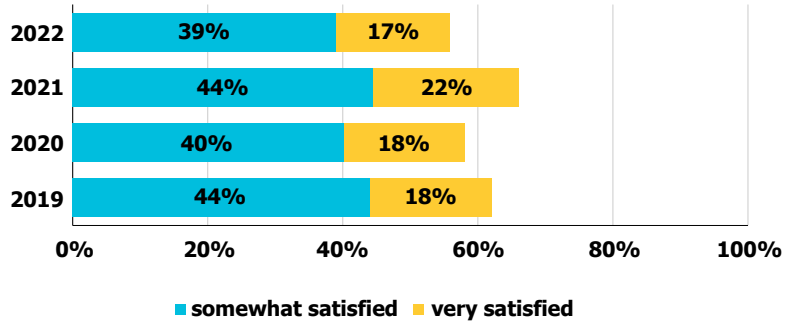
[C] Revenues in 2020 and 2021 were impacted by a number of factors related to COVID-19 pandemic, including a general decrease in the demand for on-street parking, a temporary suspension of time-limited parking restrictions that resulted in fewer fines, and the granting of one hour of complimentary parking at all on-street metered locations as a means of supporting the economic recovery of businesses and residents.

Winnipeg Parking Authority (SOA)

Performance Measurements

Effectiveness Measurement

Citizen Satisfaction with the Availability and Convenience of On-Street Parking



	2019	2020	2021	2022
Total Satisfied	62%	58%	66%	56%

Source: City of Winnipeg Annual Citizen Survey

In 2022, when asked about their level of satisfaction with the availability and convenience of on-street parking, 56% of citizens indicated they were satisfied or somewhat satisfied. This marks a decrease from 66% in 2021, which was the highest level of satisfaction in recent years. The change can likely be attributed to the end of several parking incentive programs approved by Council in response to the COVID-19 pandemic, including one hour of complimentary on-street parking, the addition of temporary loading zones, and relaxed enforcement of residential time-restricted parking.

Winnipeg Parking Authority (SOA)

Contributing Department

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service Revenue	13.631	23.800	16.786	18.338	20.862	
Provincial funding (service specific)	0.071	0.058	0.058	0.058	0.058	
Revenues	**13.702**	**23.858**	**16.844**	**18.395**	**20.920**	**1**
Salaries and benefits	4.098	4.975	5.133	5.191	5.687	
Services	4.970	7.695	6.549	6.411	7.116	
Materials, parts, and supplies	0.634	1.231	1.819	1.659	1.739	
Assets and purchases	0.019	0.130	0.103	0.080	0.140	
Grants, transfers and other	2.963	3.048	2.855	2.759	2.713	
Recoveries	(0.025)	(0.003)	(0.003)	(0.003)	(0.003)	
Operating expenses	**12.658**	**17.077**	**16.457**	**16.096**	**17.392**	
Debt and finance charges	-	-	-	-	-	
Depreciation and Amortization	0.728	0.855	0.826	0.821	0.735	
Dividend transfer to general revenue	6.085	11.050	6.085	1.211	5.201	
Total Expenses	**19.471**	**28.981**	**23.368**	**18.128**	**23.327**	**2**
Surplus/(Deficit)	**(5.770)**	**(5.124)**	**(6.524)**	**0.267**	**(2.408)**	
Full-time Equivalent Positions	**50**	**62**	**63**	**62**	**64**	

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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in all revenue to partially re-establish the 2022 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19	1.882
Increase in Municipal By-law Enforcement Act (MBEA) non-parking incremental revenue	0.226
Inflationary increase in parking permits and casual parking rates	0.177
Increased enforcement - Residential Parking Ban	0.086
Revenue impact of the Annual Winter Route towing policy	0.049
Miscellaneous adjustments	0.105
	2.525

2 Expenses

Increase in transfer to the General Revenue Fund	3.990
Increase in parking enforcement services due to 2022 budget adjustment for COVID-19 impact	0.900
Increase in salaries and benefits	0.496
Decrease in consulting services	(0.210)
Miscellaneous adjustments	0.023
	5.199

Winnipeg Parking Authority (SOA)

Full-time Equivalent Positions

Increase of 2 FTEs due to addition of two permanent Screening Officers positions.

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Parking Facilities	Revenue	2.387	4.104	2.929	3.202	3.653
	Operating expenses	4.373	7.099	5.371	3.880	5.470
		(1.985)	(2.995)	(2.441)	(0.678)	(1.817)
On Street Parking Enfrcmt	Revenue	5.179	8.476	6.303	6.883	9.074
	Operating expenses	7.736	11.378	9.304	7.607	9.728
		(2.557)	(2.902)	(3.001)	(0.724)	(0.654)
On-Street Parking	Revenue	4.136	9.163	6.107	6.686	6.014
	Operating expenses	5.618	8.322	6.472	4.382	5.807
		(1.482)	0.841	(0.365)	2.304	0.207
Vehicles for Hire	Revenue	1.324	1.546	1.107	1.214	1.505
	Operating expenses	1.214	1.546	1.566	1.593	1.645
		0.109	-	(0.459)	(0.380)	(0.140)
MBEA non-parking	Revenue	0.676	0.568	0.397	0.411	0.674
	Operating expenses	0.530	0.636	0.656	0.665	0.678
		0.145	(0.068)	(0.259)	(0.255)	(0.004)
Surplus / (Deficit)		**(5.770)**	**(5.124)**	**(6.524)**	**0.267**	**(2.408)**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.178	0.962	1.140

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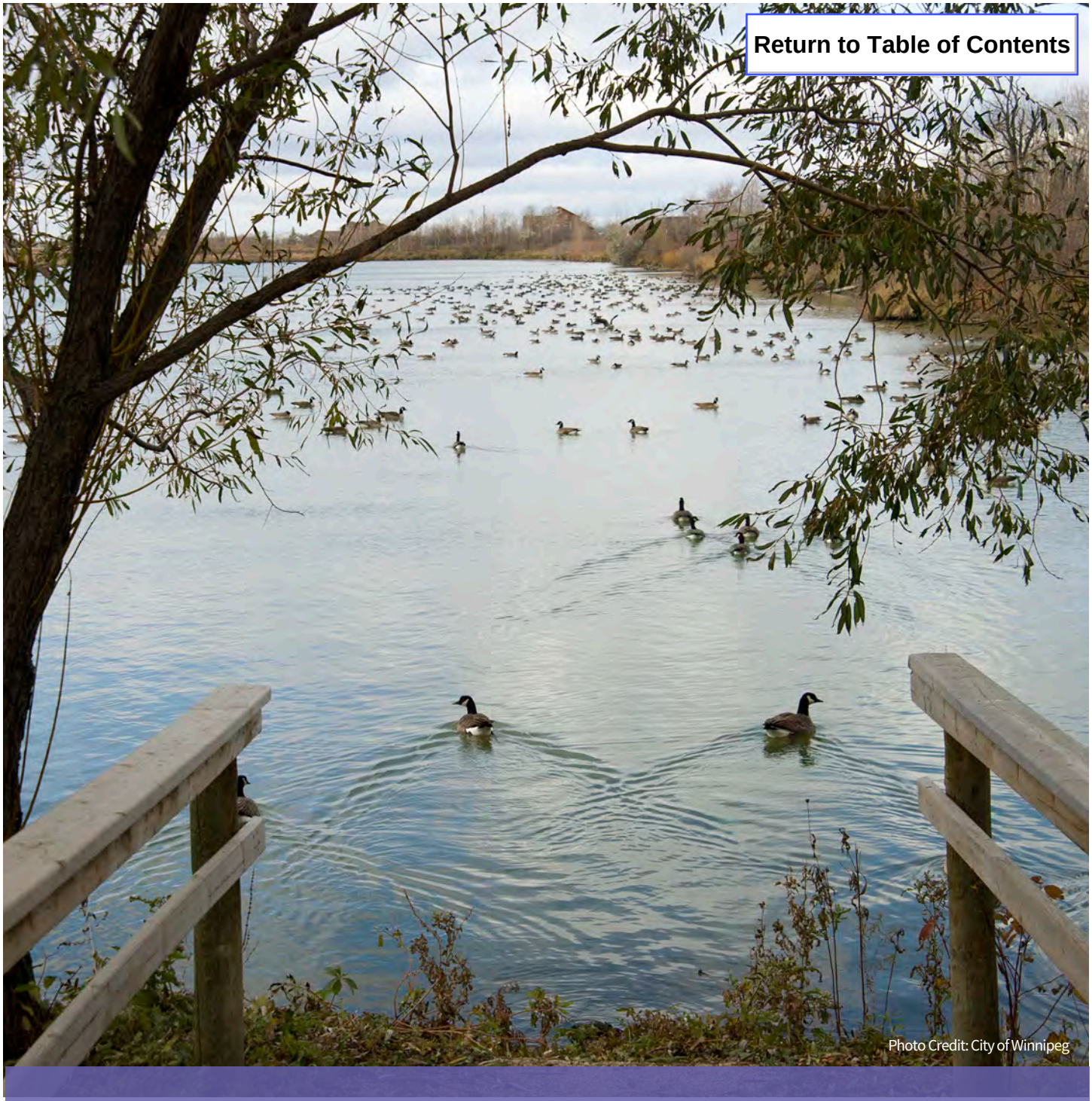


Photo Credit: City of Winnipeg

Water, Waste and Environment

Standing Policy Committee on Water, Waste and Environment

Service Name	Lead Department	Supporting Department(s)
Water	Water and Waste	
Wastewater	Water and Waste	
Land Drainage and Flood Control	Water and Waste	Public Works; Planning, Property and Development
Solid Waste Collection	Water and Waste	
Solid Waste Disposal	Water and Waste	
Recycling and Waste Diversion	Water and Waste	



Photo Credit: City of Winnipeg

Water

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.

Key services include water supply and treatment, and water distribution.

OurWinnipeg

Environmental Resilience (*ER*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: To provide a safe, reliable and sustainable supply of potable water and fire protection by operating and maintaining the drinking water system in accordance with our Public Water System Operating Licence and the City of Winnipeg Charter				
Number of hydrant inspections	45,354	40,161	46,700	47,100
Number of large valves exercised	97	90	125	150
Number of complaints - discoloured water [A]	652	764	600	550
Megalitres of treated water per 100,000 population [B]	9,197	9,468	9,657	9,850
Operating cost for the treatment and distribution/transmission of drinking water per megalitre of drinking water treated	$772	$763	$778	$794
Total cost for the distribution/transmission of drinking water per kilometre of water distribution pipe	$13,800	$13,721	$13,995	$14,275
Annual residential water bill	$460	$476	$492	$508
Goal 2: To maintain and improve citizen satisfaction with quality of drinking water in Winnipeg				
Number of water quality tests conducted [C] [D]	80,338	86,794	100,000	100,000
Citizen satisfaction with quality of drinking water [B]	86%	84%	85%	85%
Number of complaints - taste and odour [A]	142	110	100	100

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

[B] Refer to benchmarking / comparison data on the following page.

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

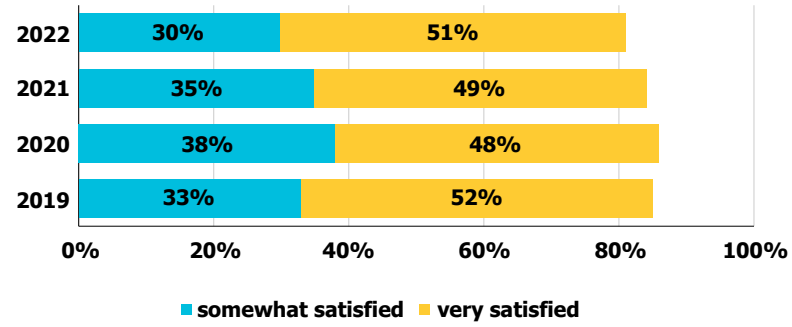
[D] 2020 restated to include water treatment plant testing.

Water

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Quality of Drinking Water

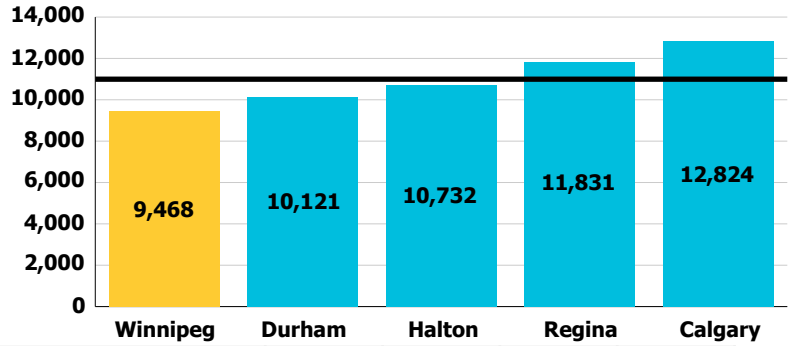


Citizen satisfaction with Water Services continues to remain high.

	2019	2020	2021	2022
Total Satisfied	85%	86%	84%	81%

Source: City of Winnipeg Annual Citizen Survey

Megaliters of Treated Water per 100,000 Population (2021)



Water use per household is influenced by water conservation measures which include changes to the plumbing code (low flow toilets, shower heads etc.) low water use appliances and increased environmental awareness. Winnipeg's megalliters of treated water per 100,000 population is lower than the average (10,995).

	2017	2018	2019	2020	2021
Wpg. Trend	8,962	9,464	9,363	9,197	9,468

Source: Municipal Benchmarking Network Canada (WATR210)

Water

Contributing Department

Water and Waste 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	145.672	133.647	137.305	144.286	149.079	
Provincial funding (service specific)	0.750	0.785	0.785	0.785	0.785	
Revenues	**146.422**	**134.433**	**138.091**	**145.072**	**149.865**	**1**
Salaries and benefits	30.941	33.310	34.418	34.732	35.665	
Services	21.052	20.234	20.492	20.601	22.403	
Materials, parts, and supplies	15.710	16.413	17.117	17.715	20.282	
Assets and purchases	0.777	1.268	1.241	1.412	1.492	
Grants, transfers and other	6.992	7.197	7.367	7.758	22.864	
Recoveries	(6.581)	(7.577)	(8.536)	(8.634)	(8.370)	
Operating expenses	**68.891**	**70.847**	**72.099**	**73.584**	**94.336**	
Debt and finance charges*	8.457	13.551	13.769	13.997	14.235	
Transfer to Water Main Renewal Reserve	19.500	19.500	19.500	19.500	16.000	
Transfer to Water Meter Renewal Reserve	3.942	2.332	3.942	5.307	6.932	
Dividend transfer to general revenue	14.637	14.262	14.637	15.378	15.875	
Total Expenses	**115.427**	**120.491**	**123.946**	**127.766**	**147.378**	**2**
Surplus/(Deficit)	**30.995**	**13.941**	**14.144**	**17.306**	**2.487**	
Full-time Equivalent Positions	**372**	**404**	**404**	**404**	**401**	

*** 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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in water sales	4.519
Miscellaneous adjustments	0.274
	4.793

2 Expenses

Increase in transfer to Financial Stabilization Reserve	15.000
Increase in chemicals	2.520
Increase in transfer to Water Meter Renewal Reserve	1.625
Increase in street cut restoration services	1.504
Increase in salaries and benefits	0.933
Increase in dividend transfer to General Revenue Fund	0.497
Decrease in recoveries	0.264
Increase in debt and finance charges	0.238
Increase in utilities	0.139
Decrease in transfer to Water Main Renewal Reserve	(3.500)
Miscellaneous adjustments	0.392
	19.612

Water

Full-time Equivalent Positions

Decrease of 3 FTEs due to internal FTE allocations within the Water and Waste Department, offset with an increase in Wastewater service.

Service Detail Sub-Services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Water Supply & Treatment	Revenue	73.067	67.136	68.965	72.456	74.852
	Expense	59.032	60.799	62.768	64.901	75.323
		14.036	6.338	6.198	7.555	(0.471)
Water Distribution	Revenue	73.355	67.297	69.125	72.616	75.012
	Expense	56.395	59.693	61.179	62.865	72.055
		16.960	7.604	7.947	9.751	2.958
Surplus/(Deficit)		**30.995**	**13.941**	**14.144**	**17.306**	**2.487**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Water Main Renewal Reserve	8.681	12.372	13.482	11.656
- Water Meter Renewal Reserve	4.664	12.548	23.301	37.396

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

Capital Budget	2023 Preliminary Budget	2024- 2028 Forecast	6 Year Total
(in millions of $)	50.500	289.935	340.435

Wastewater

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.

Key services include wastewater collection and wastewater treatment.

OurWinnipeg

Environmental Resilience (*ER*)
Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: To meet or outperform Environmental Act licence requirements for sewage treatment plants, combined sewer overflows and biosolids				
Number of treatment plant tests conducted	134,404	134,368	138,000	138,000
Number of industrial waste tests conducted	32,330	28,979	30,000	30,000
Megalitres of Treated Wastewater per 100,000 Population [A]	11,166	10,719	10,930	11,150
Operating Cost of Wastewater Treatment/Disposal per Megalitre Treated	$502	$578	$590	$600
Operating Cost of Wastewater Collection/Conveyance per Kilometre of Pipe	$11,714	$11,712	$11,950	$12,190
Annual Residential Sewer Bill	$697	$717	$733	$751
Goal 2: To maintain and improve citizen satisfaction with protection from sewer back-up				
Citizen satisfaction with protection from sewer back-up [A]	87%	86%	85%	85%
Kilometres of sewer inspected and cleaned	160	130	150	150
Number of complaints - raw sewer backup [B]	740	857	800	770
Number of complaints - clean sewer backup [B]	421	478	450	425

[A] Refer to benchmarking / comparison data on the following page.

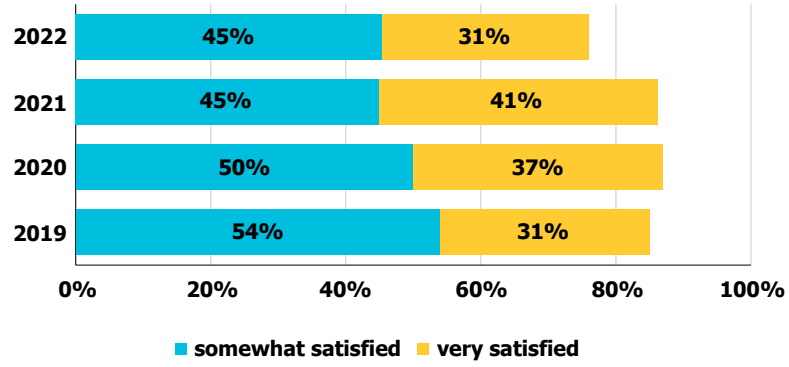
[B] Reflects total complaints received through the City's 311 system including both City and customer areas of responsibility.

Wastewater

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Protection from Sewer Back-up

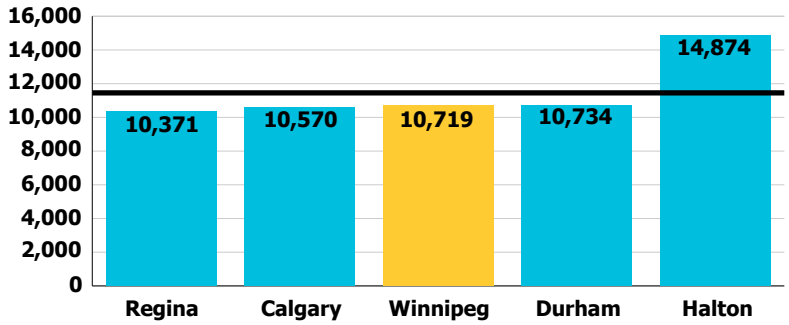


Decrease in citizen satisfaction may be reflective of higher levels of precipitation in the spring of 2022.

	2019	2020	2021	2022
Total Satisfied	85%	87%	86%	76%

Source: City of Winnipeg Annual Citizen Survey

Megalitres of Treated Wastewater per 100,000 Population (2021)



Megalitres treated is impacted by weather related change in flow.

	2017	2018	2019	2020	2021
Wpg. Trend	12,006	10,621	13,076	11,166	10,719

Source: Municipal Benchmarking Network Canada (WWTR210)

Wastewater

Contributing Department

Water and Waste 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	216.804	196.151	203.007	210.897	215.570	
Provincial funding (service specific)	0.362	0.347	0.347	0.347	0.347	
Revenues	**217.166**	**196.497**	**203.354**	**211.243**	**215.917**	**1**
Salaries and benefits	35.850	36.138	36.426	37.287	38.711	
Services	27.346	29.036	30.479	30.885	30.588	
Materials, parts, and supplies	12.643	11.676	12.672	11.753	12.855	
Assets and purchases	0.116	0.167	0.117	0.097	0.092	
Grants, transfers and other	27.478	22.698	22.155	27.978	23.047	
Recoveries	(1.465)	(0.914)	(0.917)	(0.914)	(0.915)	
Operating expenses	**101.968**	**98.800**	**100.933**	**107.086**	**104.378**	
Debt and finance charges*	4.513	7.461	8.745	9.757	9.582	
Transfer to Water Meter Renewal Reserve	3.942	2.332	3.942	5.307	6.932	
Transfer to Sewer Rehabilitation Reserve	20.000	18.000	16.000	17.000	17.000	
Transfer to Environmental Reserve	21.427	17.050	20.195	100.192	20.189	
Dividend transfer to general revenue	21.044	20.325	21.044	21.899	22.386	
Total Expenses	**172.894**	**163.968**	**170.859**	**261.241**	**180.468**	**2**
Surplus/(Deficit)	**44.272**	**32.530**	**32.495**	**(49.998)**	**35.449**	
Full-time Equivalent Positions	**409**	**413**	**413**	**414**	**418**	

*** 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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in sewer services	4.422
Miscellaneous adjustments	0.252
	4.674

2 Expenses

Increase in chemicals	1.653
Increase in transfer to Water Meter Renewal Reserve	1.625
Increase in salaries and benefits	1.424
Increase in property taxes	0.536
Increase in dividend transfer to General Revenue Fund	0.487
Decrease in transfer to Environmental Projects Reserve primarily due to a one-time transfer in 2022	(80.003)
Decrease in transfer to Land Drainage	(5.452)
Decrease in Large Volume Sewer Discount Program	(1.039)
Miscellaneous adjustments	(0.004)
	(80.773)

Wastewater

Full-time Equivalent Positions

Increase of 4 FTEs due to the addition of 1.0 FTE for a Sustainability Planner and 3.0 internal FTE allocations within the Water and Waste Department, offset by a decrease in Water service.

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Wastewater Collection	Revenue	103.566	93.467	96.759	100.712	102.987
	Expense	75.879	70.188	72.601	117.916	76.842
		27.688	23.279	24.158	(17.204)	26.145
Wastewater Treatment	Revenue	113.600	103.030	106.595	110.532	112.930
	Expense	97.015	93.780	98.258	143.325	103.626
		16.585	9.250	8.337	(32.793)	9.304
Surplus/(Deficit)		**44.272**	**32.530**	**32.495**	**(49.998)**	**35.449**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Climate Action Reserve	-	-	-	-
- Environmental Projects Reserve	164.569	115.324	181.671	150.710
- Sewer System Rehab Reserve	6.908	3.081	4.416	1.659

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	113.755	506.525	620.280

Land Drainage and Flood Control

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.

Key services include flood control, waterways management, and land drainage.

OurWinnipeg

Environmental Resilience (*ER*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Investigate and implement opportunities to improve flood protection measures to minimize potential damage to property and equipment				
Meters of City owned riverbank protected annually [A]	0	1,400	0	850
Citizen satisfaction with protection from river flooding [B]	93%	90%	90%	90%
Number of breaches on properties requiring diking outside primary dike [C]	14	0	N/A	N/A
Goal 2: To implement programs that progressively separate the City combined sewer districts into separate sewer districts				
Kilometres of land drainage sewer mains	1,263	1,276	1,290	1,300
Kilometres of storm relief sewer mains [D]	184	177	177	177

[A] Meters protected annually is dependent on Council approved projects.

[B] Refer to benchmarking / comparison data on the following page.

[C] Targets have not been assigned as this is not within the Department's control.

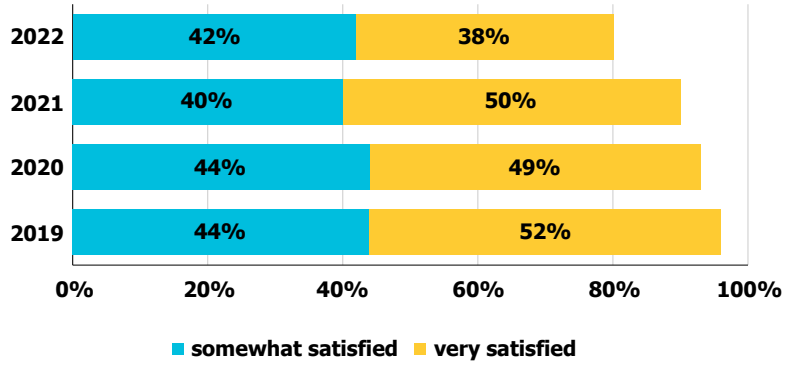
[D] Decrease in 2021 due to reclassification of 7 km of storm relief sewer mains to land drainage sewer mains.

Land Drainage and Flood Control

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Protection from River Flooding



Citizen satisfaction with protection from river flooding remains high. 2022 was a year with higher precipitation levels than prior years.

	2019	2020	2021	2022
Total Satisfied	96%	93%	90%	80%

Source: City of Winnipeg Annual Citizen Survey

Number of Breaches on Properties Requiring Diking Outside Primary Dike

	2017	2018	2019	2020	2021
Number of Breaches	0	0	0	0	0
Number of Properties	0	1	1	14	0

To support provincial COVID-19 restrictions and maintain appropriate physical distancing measures, for 2020 the City provided dike construction assistance to property owners identified as being at potential flood risk.

The City has been successful in its efforts to protect properties which were at risk outside of the primary dike in years when the river levels were high.

Land Drainage and Flood Control

Contributing Departments

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

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service Revenue	5.891	5.138	5.171	5.277	5.317	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**5.891**	**5.138**	**5.171**	**5.277**	**5.317**	**1**
Salaries and Benefits	2.416	2.487	2.407	2.620	2.647	
Services	3.104	2.130	2.218	2.024	2.171	
Materials, parts and supplies	0.574	0.625	0.647	0.703	0.577	
Assets and purchases	-	0.004	0.004	0.004	0.004	
Grants, transfers and other	0.037	0.037	0.037	0.037	0.037	
Recoveries	(0.001)	-	-	-	-	
Operating expenses	**6.131**	**5.283**	**5.312**	**5.387**	**5.435**	
Transfer to Capital	0.053	0.500	-	-	-	
Debt and finance charges*	0.057	0.321	0.321	0.320	0.320	
Total Expenses	**6.241**	**6.103**	**5.633**	**5.707**	**5.755**	**2**
Mill Rate Support/(Contribution)	**0.350**	**0.965**	**0.462**	**0.430**	**0.438**	
Full-time Equivalent Positions	**27**	**27**	**27**	**28**	**27**	

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

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.040
	0.040

2 Expenses

Miscellaneous adjustments	0.048
	0.048

Full-time Equivalent Positions

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

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Flood Control	Revenue	0.008	-	-	-	-
	Operating expenses	1.495	1.825	1.835	1.808	1.819
	Transfer to Capital	-	-	-	-	-
		1.487	1.824	1.835	1.808	1.819
Land Drainage	Revenue	5.722	4.958	4.988	5.090	5.127
	Operating expenses	4.364	3.330	3.348	3.446	3.475
	Transfer to Capital	0.053	-	-	-	-
		(1.306)	(1.629)	(1.640)	(1.644)	(1.651)
Waterways Management	Revenue	0.161	0.180	0.183	0.187	0.191
	Operating expenses	0.329	0.449	0.449	0.453	0.461
	Transfer to Capital	-	0.500	-	-	-
		0.168	0.769	0.266	0.267	0.271
Mill Rate Support/(Contribution)		**0.350**	**0.965**	**0.462**	**0.430**	**0.438**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	3.315	26.385	29.700

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

Environmental Resilience (*ER*)

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Improve and sustain performance of the waste collection system				
Number of service deficiencies per 10,000 collections [A]	0.80	0.80	0.50	0.50
Citizen satisfaction with garbage collection	94%	90%	90%	90%
Tonnes of all residential material collected per household	.90	.85	.85	.85
Goal 2: To ensure efficiency of waste collection by maintaining an operating cost per tonne of less than the Municipal Benchmarking Network Canada average				
Operating cost for garbage collection per tonne [A]	$93.59	$100.87	$103.00	$105.00

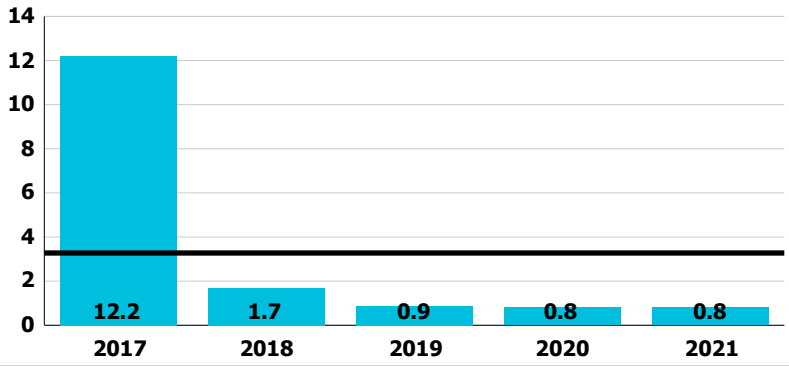
[A] Refer to benchmarking / comparison data on the following page.

Solid Waste Collection

Performance Measurements

Effectiveness Measurement

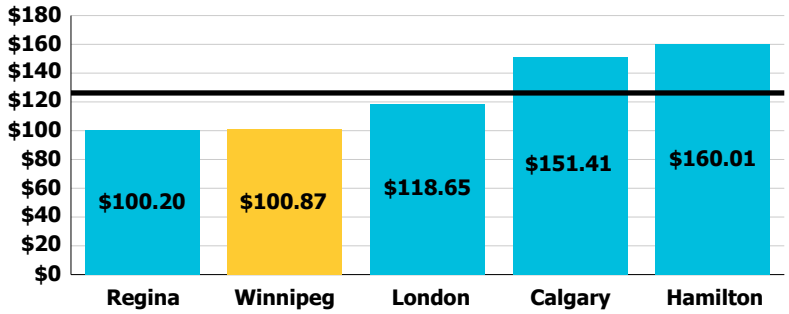
Service Deficiencies per 10,000 Collections



Garbage collection service deficiencies include missed collections and have decreased and are approaching the goal of less than 0.5 service deficiencies per 10,000 collection. 2021 is lower than the average over the past 5 years (3.3).

Efficiency Measurement

Operating Cost for Garbage Collection per Tonne - All Property Classes (2021)



Winnipeg has the second lowest residential garbage collection costs per tonne of the cities being compared. Winnipeg's cost is lower than the average ($126.23).

Total costs are for garbage collection from all single and multi-family dwellings and small commercial properties. Total costs do not include cost of disposal.

	2017	2018	2019	2020	2021
Wpg. Trend	$90.15	$99.15	$104.52	$93.59	$100.87

Source: Municipal Benchmarking Network Canada (SWST311)

Solid Waste Collection

Contributing Department

Water and Waste 100 %

Operating Budget (in millions of dollars)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	1.306	1.167	1.187	1.194	1.406	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**1.306**	**1.167**	**1.187**	**1.194**	**1.406**	**1**
Salaries and benefits	1.018	1.452	1.005	1.027	1.070	
Services	21.701	21.286	23.157	20.898	22.429	
Materials, parts, and supplies	0.024	0.382	0.037	0.035	0.042	
Assets and purchases	0.371	0.255	0.263	0.271	0.279	
Grants, transfers and other	0.160	0.157	0.158	0.159	0.160	
Recoveries	0.023	0.009	(0.009)	-	-	
Operating Expenses	**23.297**	**23.541**	**24.610**	**22.390**	**23.981**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**23.297**	**23.541**	**24.610**	**22.390**	**23.981**	**2**
Mill Rate Support/(Contribution)	**21.991**	**22.373**	**23.423**	**21.196**	**22.574**	
Full-time Equivalent Positions	**11**	**17**	**12**	**12**	**12**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in garbage cart billing	0.153
Miscellaneous adjustments	0.059
	0.212

2 Expenses

Increase in collection contracts	1.552
Miscellaneous adjustments	0.039
	1.591

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

Environmental Resilience (*ER*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: To ensure efficiency of waste disposal by maintaining an operating cost per tonne of less than the Municipal Benchmarking Network Canada average				
Operating cost for solid waste disposal per tonne [A]	$34.28	$36.48	$37.50	$38.00
Goal 2: To maintain regulatory compliance with Environmental Act licence				
Number of reportable offences [B]	0	0	0	0
Number of tonnes disposed [C] [D]	344,946	315,545	304,070	303,970
Goal 3: To reduce greenhouse gas emissions and improve environmental sustainability by converting a minimum of 80,000 carbon dioxide equivalents				
Tonnes of landfill gas (CO2e) captured and flared	84,324	81,353	80,000	80,000
Goal 4: To reduce greenhouse gas emissions and improve environmental sustainability by pumping a minimum of 40,000 kilolitres of leachate				
Kilolitres of leachate hauled and treated [E]	79,276	57,493	80,000	80,000

[A] Refer to benchmarking / comparison data on the following page.

[B] Zero reportable offences ensures that the Brady Road Resource Management Facility will continue to operate without risk to human health or the environment.

[C] 2020 is likely attributed to the COVID-19 pandemic.

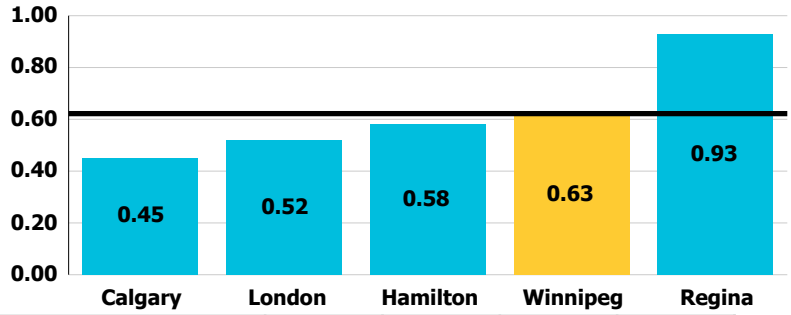
[D] Tonnes of residential solid waste disposed per household.

[E] 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. 2021 volumes were lower as a result of limited precipitation.

Solid Waste Disposal

Effectiveness Measurement

Tonnes of Residential Solid Waste Disposed per Household (2021)



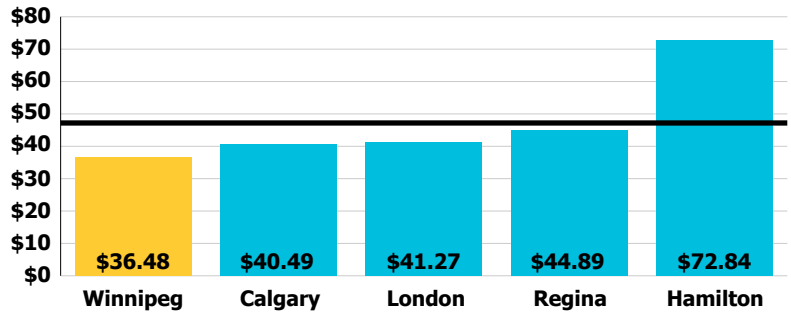
	2017	2018	2019	2020	2021
Wpg. Trend	0.64	0.63	0.63	0.67	0.63

Source: Municipal Benchmarking Network Canada (SWST220)

Winnipeg has the second highest tonnes of residential solid waste disposed per household among the other cities profiled. Winnipeg's tonnes of residential solid waste disposed per household is comparable with the average (0.62).

Efficiency Measurement

Operating Cost for Solid Waste Disposal per Tonne - All Property Classes (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	$31.79	$30.96	$36.81	$34.28	$36.48

Source: Municipal Benchmarking Network Canada (SWST325)

This chart shows the total cost per tonne to dispose of all residential, commercial, industrial and other municipality waste. Winnipeg has the lowest operating cost per tonne for solid waste disposal among the cities being compared. Winnipeg's cost is lower than the average ($47.19).

Solid Waste Disposal

Contributing Department

Water and Waste 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	16.852	15.200	16.042	14.455	15.637	
Provincial funding (service specific)	0.067	0.065	0.065	0.065	0.065	
Revenues	**16.920**	**15.265**	**16.107**	**14.520**	**15.703**	**1**
Salaries and benefits	2.907	3.558	3.549	3.603	3.720	
Services	6.943	8.283	8.522	8.931	9.354	
Materials, parts, and supplies	0.572	0.722	0.739	0.721	0.869	
Assets and purchases	0.111	0.094	0.094	0.094	0.094	
Grants, transfers and other	0.722	0.502	0.509	0.514	0.856	
Recoveries	(0.022)	(0.035)	(0.035)	(0.035)	(0.035)	
Operating expenses	**11.232**	**13.124**	**13.379**	**13.827**	**14.858**	
Debt and finance charges*	0.064	0.266	0.250	0.145	0.150	
Transfer to Landfill Rehabilitation Reserve	0.316	0.302	0.305	0.305	0.305	
Total Expenses	**11.612**	**13.692**	**13.934**	**14.278**	**15.313**	**2**
Surplus/(Deficit)	**5.308**	**1.574**	**2.174**	**0.242**	**0.389**	
Full-time Equivalent Positions	**35**	**40**	**40**	**39**	**40**	

*** 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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in commercial tipping	1.184
Miscellaneous adjustments	(0.001)
	1.183

2 Expenses

Increase in transfer to General Revenue Fund for internal tipping fees	0.346
Increase in non-professional services primarily due to heavy equipment costs	0.236
Increase in salaries and benefits	0.117
Increase in fleet	0.129
Increase in fuel and carbon tax	0.148
Increase in leachate treatment	0.063
Miscellaneous adjustments	(0.004)
	1.035

Full-time Equivalent Positions

Increase of 1 FTE due to internal FTE allocations within the Water and Waste Department, offset by a decrease in Land Drainage and Flood Control service.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Landfill Rehab Reserve	5.136	5.119	4.272	2.327

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	3.600	15.750	19.350

Recycling and Waste Diversion

Description

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

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

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

Key services include recycling and waste diversion.

OurWinnipeg

Environmental Resilience (*ER*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Advance the circular economy to support waste reduction in Winnipeg				
Number of dwelling units served	311,384	315,562	321,160	326,770
Average weight of residential recycling per capita (kg)	66.5	65.5	66.0	66.0
Total yard waste composted (tonnes)	37,252	30,165	31,575	31,575
Total material collected at the 4R Winnipeg Depots (tonnes) [A]	16,677	14,704	13,165	13,350
Percentage of residential solid waste diverted from landfills [B]	30.4%	29.4%	31.0%	31.0%
Tonnes of residential solid waste diverted per household	0.29	0.27	0.30	0.30
Goal 2: To collect and process a minimum of 52,000 tonnes of recyclable material				
Weight of residential recycling material collected (tonnes)	51,011	50,295	52,000	52,000
Goal 3: Improve and sustain performance of the waste reduction and diversion system				
Citizen satisfaction with recycling	88%	84%	85%	85%
Recycling service deficiencies per 10,000 collections [B]	0.70	0.50	0.50	0.50
Operating cost for Solid Waste Diversion per tonne - all property classes	$350.77	$398.93	$407.00	$415.00

[A] The Brady 4R Winnipeg Depot opened February, 2016. The Pacific 4R Winnipeg Depot opened February, 2017. The Panet 4R Winnipeg Depot opened February, 2018. 2020 volumes are likely attributed to the COVID-19 pandemic.

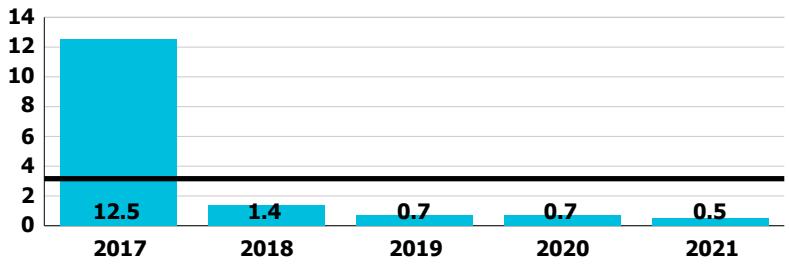
[B] Refer to benchmarking / comparison data on the next page.

Recycling and Waste Diversion

Performance Measurements

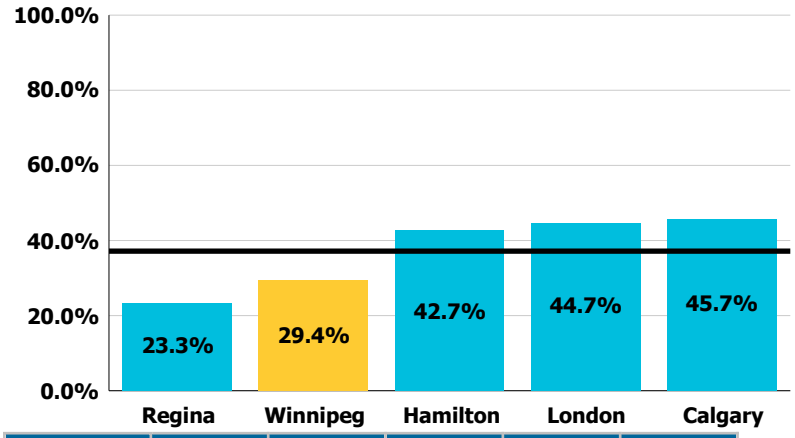
Effectiveness Measurements

Recycling Service Deficiencies per 10,000 Collections



Recycling collection service deficiencies include missed collections and are within the divisional target of 0.5 service deficiencies per 10,000 collection. 2021 is lower than the average over the past 5 years (3.2).

Percentage of Residential Solid Waste Diverted From Landfills (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	32.9%	33.0%	31.9%	30.4%	29.4%

Source: Municipal Benchmarking Network Canada (SWST105)

Winnipeg has the second lowest 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 less than the average (37.2%).

Recycling and Waste Diversion

Contributing Department

Water and Waste 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	37.194	27.011	30.000	32.339	33.020	
Provincial funding (service specific)	4.135	4.584	4.621	4.624	4.626	
Revenues	**41.329**	**31.595**	**34.622**	**36.963**	**37.647**	**1**
Salaries and benefits	5.001	5.949	5.940	6.064	6.257	
Services	25.873	27.345	28.383	29.450	30.284	
Materials, parts, and supplies	0.326	0.469	0.435	0.429	0.524	
Assets and purchases	0.457	0.338	0.339	0.340	0.341	
Grants, transfers and other	6.976	0.404	0.406	0.408	0.410	
Recoveries	(0.001)	(0.260)	(0.260)	(0.260)	(0.260)	
Operating expenses	**38.631**	**34.244**	**35.243**	**36.431**	**37.557**	
Debt and finance charges*	0.729	3.001	2.864	1.608	1.654	
Total Expenses	**39.360**	**37.245**	**38.108**	**38.039**	**39.211**	**2**
Surplus/(Deficit)	**1.970**	**(5.651)**	**(3.486)**	**(1.076)**	**(1.564)**	
Full-time Equivalent Positions	**69**	**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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in waste diversion revenue mainly due to inflationary increases in fees and charges	0.624
Miscellaneous adjustments	0.060
	0.684

2 Expenses

Increase in single family blue cart collection	0.508
Increase in recycling processing	0.250
Increase in leaf and yard waste collection	0.250
Increase in salaries and benefits	0.193
Miscellaneous adjustments	(0.029)
	1.172

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Recycling	Revenue	29.749	20.492	23.300	25.441	25.742
	Expense	23.871	25.910	26.546	26.069	26.898
				-		
		5.878	(5.418)	(3.246)	(0.629)	(1.156)
Waste Diversion	Revenue	11.580	11.103	11.322	11.522	11.905
	Expense	15.489	11.335	11.561	11.970	12.313
				-		
		(3.909)	(0.233)	(0.240)	(0.447)	(0.408)
Surplus/(Deficit)		**1.970**	**(5.651)**	**(3.486)**	**(1.076)**	**(1.564)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Waste Diversion Reserve	4.746	10.882	10.390	7.890

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	1.050	0.780	1.830

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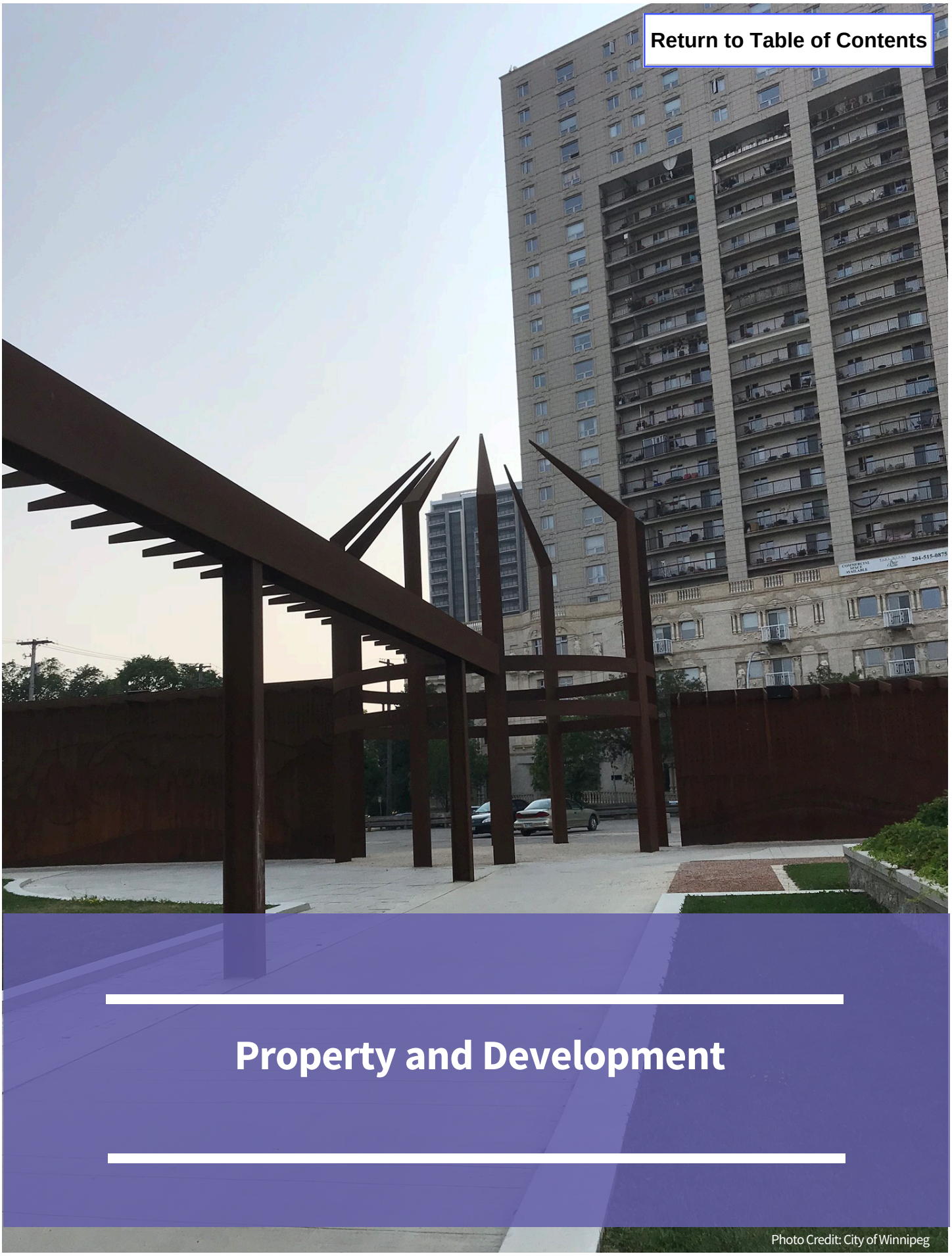


Property and Development

Photo Credit: City of Winnipeg

Standing Policy Committee on Property and Development

Service Name	Lead Department	Supporting Department(s)
City Planning	Planning, Property and Development	
Neighbourhood Revitalization	Planning, Property and Development	
Development Approvals, Building Permits and Inspections	Planning, Property and Development	Public Works
Heritage Conservation	Planning, Property and Development	
Property Asset Management	Planning, Property and Development	Assets and Project Management
Cemeteries	Planning, Property and Development	
Golf Services (SOA)	Golf Services (SOA)	Planning, Property and Development

Note: SOA = Special Operating Agency



Photo Credit: Exchange District Biz

City Planning

Description

Develop and maintain planning tools such as the OurWinnipeg development plan and Complete Communities Direction Strategy, which guide and leverage sustainable growth and change to achieve City goals. In doing so, city planning enables participatory planning processes with diverse stakeholders to identify and respond to community needs to improve quality of life.

Key services include the development, maintenance and implementation of planning tools such as regulations, policies, and guidelines, the review of development applications, monitoring development activity and estimating land supplies, and integrating land use and community building considerations into city-wide planning initiatives, such as climate change and transportation planning.

OurWinnipeg

City Building (*CB*) Economic Prosperity (*EP*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Support the review, alignment, and implementation of OurWinnipeg and Complete Communities Direction Strategy through interdepartmental coordination, local area plans, zoning by-laws and other tools and guidelines				
Total Costs for Planning per Capita [A]	$8.51	$8.64	$8.64	$8.64
Citizen Satisfaction with Community Planning [N]	66%	65%	64%	65%
Number of Development Application Reports / other Planning reports [B]	354 / 30	403 / 31	450 / 30	450 / 30
Number of Development Applications Received per 100,000 Population [A]	106	109	112	115
Number of Urban Design Applications Reviewed	70	63	85	85
Number of Local Area Planning Initiatives Completed / Number of Amendments to Local Area Plans	2 / 3	2 / 2	2 / 2	2 / 2
Goal 2: Ensure the City has an adequate supply of land to accommodate projected growth to achieve targeted growth in a fiscally and environmentally sustainable manner				
Number / percent of new residential dwelling units located in the Intensification Target area [C] [D]	2,309 / 53.6%	3,962 / 61.2%	N/A / 50%	N/A / 50%
New residential dwelling units located Downtown	492	352	350	350
Estimated years' supply of vacant planned greenfield land [E] [F]	N/A	13.5	10	10
Estimated years' supply of vacant serviced greenfield land [F] [G]	N/A	9.1	5-7	5-7
Estimated years' supply of vacant serviced greenfield land where all growth-enabling infrastructure is installed and the subdivision by-law is approved [F] [G]	N/A	6.1	3-5	3-5
Estimated Vacant Shovel-ready Industrial Land Supply (acres and years) [D] [F] [H]	N/A	469 ac / 7.3 yrs	N/A	N/A
Vacant Commercial-Zoned Land Supply (acres and years) [D] [F] [I]	N/A	601 ac / 20.8 yrs	N/A	N/A
Number of New Dwelling Units within 400m of Primary Transit Network [J]	2,730	4,211	3,467	3,467
Number of New Dwelling Units within 400m of Rapid Transit Stations [J]	359	408	262	262

City Planning

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 3: Enable and Support City Building				
Number of Land Development Applications [K]	346	310	315	315
Number of Development Agreements in Progress & Completed [L]	64	77	78	78
Number of Active Development / Servicing Agreements	225	229	232	232
Legal Survey Monument Infrastructure Requests (for construction work)	1,878	1,934	2,095	2,095
Legal Surveys Conducted (Contract / In-house) [M]	56 / 15	9 / 8	43 / 36	43 / 36
Legal Survey Monuments Restored	211	309	309	309

[A] Refer to benchmarking / comparison data on the following page.

[B] Other Planning reports include long-range planning, downtown and neighbourhoods, riverbank, and parks planning.

[C] Intensification Target area is defined in the General Growth section of Complete Communities 2.0.

[D] The Department does not currently have data to inform the targets for 2022 and 2023.

[E] Vacant planned greenfield land is land where a secondary plan enabling development has been approved by Council or where none is required. This figure includes land accounted for in the two additional greenfield residential targets noted below.

[F] New measure created for 2021; 2020 actual data is not available.

[G] Vacant serviced greenfield land is land where Council has approved funding for all growth-enabling infrastructure (i.e. infrastructure that is a prerequisite to development). This figure includes land accounted for in the additional greenfield residential target noted below.

[H] Vacant shovel-ready industrial land supply includes industrial-zoned land estimated to be serviced with local water and wastewater servicing and without an apparent constraint to development, such as a constraint related to lot configuration, access, planning policy conflict, or a lot area smaller than one acre.

[I] Vacant commercial land supply includes commercial-zoned land, land whose commercial rezoning has been approved by Council but has not been finalized, and the land associated with the continued build-out of existing commercial centres.

[J] Targets are the average of the last five years and are not based on substantiated market analysis or professional forecasts.

[K] This includes Pre-Applications, Subdivisions and Rezonings, Zoning Agreement Amendments, Secondary Plans and amendments, and street namings.

[L] This includes Zoning Agreements, Servicing Agreements, and Development Agreements and Amendments.

[M] The procurement process for legal land surveying underwent a significant change in 2021, which impacted the ability to contract work for the majority of the year.

[N] 2022 is the actual result of the citizen satisfaction survey.

City Planning
Performance Measurements

Effectiveness Measurement

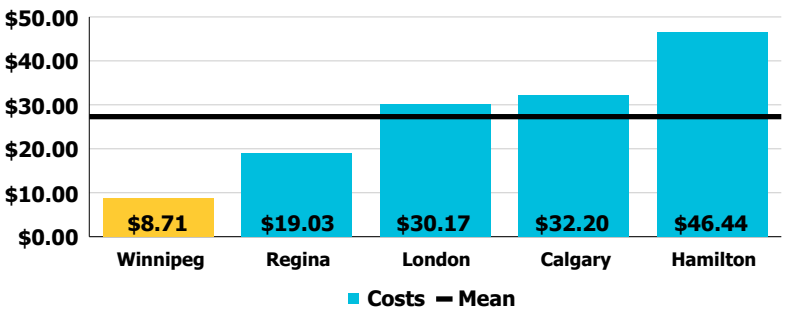
Number of Development Applications Received per 100,000 Population (2021)

	2017	2018	2019	2020	2021
Wpg. Trend	141	126	122	106	109

The number of development applications received per 100,000 population has begun to rebound following the COVID-19 pandemic and is expected to continue to increase slowly over the next few years.

Efficiency Measurement

Total Costs for Planning per Capita (2021)



This measure reflects the total cost to provide planning services. The amount spent on planning-related activities and application processing can vary significantly from municipality to municipality based on the types of applications, different organizational structures and legislation, and priorities established by local Councils.

	2017	2018	2019	2020	2021
Wpg. Trend	$8.44	$8.69	$8.51	$8.51	$8.71

Source: Municipal Benchmarking Network Canada (PLNG250T)

City Planning

Contributing Department

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.007	0.001	0.001	0.001	0.001	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.007**	**0.001**	**0.001**	**0.001**	**0.001**	**1**
Salaries and benefits	1.685	1.970	2.059	1.886	1.843	
Services	0.257	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	0.127	0.058	0.058	0.062	0.061	
Recoveries	(0.070)	(0.084)	(0.237)	(0.155)	(0.017)	
Operating Expenses	**2.005**	**2.138**	**2.126**	**1.984**	**2.078**	
Transfer to Capital	-	0.299	-	-	-	
Debt and finance charges	0.032	0.029	0.032	0.036	0.073	
Total Expenses	**2.037**	**2.466**	**2.158**	**2.020**	**2.152**	**2**
Mill Rate Support/(Contribution)	**2.030**	**2.465**	**2.157**	**2.019**	**2.151**	
Full-time Equivalent Positions	**17**	**20**	**20**	**18**	**18**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Miscellaneous adjustments	0.132
	0.132

City Planning

Service Detail Sub-service (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Area Dev & Renewal Planning	Revenue	0.003	-	-	-	-
	Operating expenses	1.142	1.158	1.145	1.109	1.195
	Transfer to Capital	-	0.141	-	-	-
		1.139	1.299	1.145	1.108	1.195
City-wide Long Range Planning	Revenue	0.004	-	-	-	-
	Operating expenses	0.895	1.009	1.013	0.911	0.956
	Transfer to Capital	-	0.157	-	-	-
		0.891	1.166	1.013	0.911	0.956
Mill Rate Support/(Contribution)		**2.030**	**2.465**	**2.157**	**2.019**	**2.151**

Neighbourhood Revitalization

Description

Provide neighbourhood residents, non-profit housing providers, and developers of affordable housing 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; the provision of land to non-profit housing providers; Neighbourhood Revitalization through the Housing Rehabilitation Investment Reserve (HRIR); and the Rapid Housing Initiative.

OurWinnipeg

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Partner with the Manitoba Housing Renewal Corporation and property developers to expand the supply of affordable rental housing in the private housing market through density bonus provisions				
Negotiate the approval of new affordable rental units that will be rented at Provincial Affordability rates for a period of no less than 10 years [A]	N/A	N/A	20	50
Goal 2: Partner with the Canada Mortgage and Housing Corporation (CMHC) to expand the supply of affordable housing in Winnipeg through municipal supports				
Approve funding applications under the Affordable Housing Now program that will create new affordable housing under federal housing programs of the National Housing Strategy [A]	N/A	N/A	150	250
Goal 3: Partner with the CMHC to expand the supply of housing for vulnerable populations who are experiencing, or are at risk of homelessness				
Approve funding to support eligible projects that will deliver no less than 49 units of affordable, supportive, or transitional housing that will serve vulnerable populations at risk of homelessness [A] [B]	N/A	77	57	49
Goal 4: Through the HRIR, provide funding opportunities to community renewal corporations to support property improvements within the five Housing Improvement Zones				
Repairs through property improvement programs affect a minimum of 100 dwelling units [A]	N/A	147	125	125
Goal 5: Through the HRIR, provide funding opportunities to help create new supply of housing or repairs to existing housing stock that provide housing to Indigenous households				
Funding will be allocated to support repairs or housing development affecting a minimum of 20 units [A]	N/A	86	30	30
Goal 6: Achieve a sustainable and healthy housing environment that meets the needs of its population				
Citizen Satisfaction with Downtown Renewal [C]	68%	59%	54%	60%
Citizen Satisfaction with City Funding for Improving Inner City Housing [C] [D]	60%	53%	49%	54%

Neighbourhood Revitalization

[A] New measure created for 2021; 2020 data is not available.

[B] Subject to continued federal funding of the Rapid Housing Initiative Major Cities Stream.

[C] 2022 is the actual result of the citizen satisfaction survey.

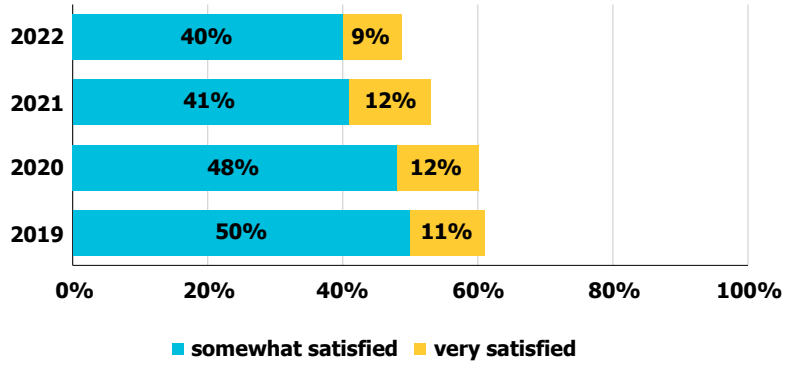
[D] Refer to comparable data on the next page.

Neighbourhood Revitalization

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with City Funding for Improving Inner City Housing



Recent trends show a general decrease in satisfaction with funding for housing over the past three years.

	2019	2020	2021	2022
Total Satisfied	61%	60%	53%	49%

Source: City of Winnipeg Annual Citizen Survey

Change in Average Assessed Value of Residential Property in Winnipeg's Inner City

	2014-2016	2016-2018	2018-2020	2020-2022
Percentage Change	5%	4%	4%	5%

The average change in assessed value remains consistent.

Neighbourhood Revitalization

Contributing Department

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.164	0.162	0.162	1.162	1.162	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.164**	**0.162**	**0.162**	**1.162**	**1.162**	**1**
Salaries and benefits	0.076	0.077	0.076	0.323	0.340	
Services	0.043	0.653	0.653	0.653	0.653	
Materials, parts, and supplies	-	-	-	-	-	
Assets and purchases	-	-	-	-	-	
Grants, transfers and other	1.178	1.166	3.166	1.166	1.166	
Recoveries	(0.024)	(0.016)	(2.016)	(0.009)	(0.009)	
Operating Expenses	**1.273**	**1.880**	**1.878**	**2.134**	**2.150**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	0.036	0.033	0.036	0.041	0.084	
Total Expenses	**1.310**	**1.913**	**1.915**	**2.175**	**2.234**	**2**
Mill Rate Support/(Contribution)	**1.146**	**1.751**	**1.752**	**1.012**	**1.072**	
Full-time Equivalent Positions	**1**	**1**	**1**	**3**	**3**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues:

n/a

2 Expenses

Miscellaneous adjustments	0.059
	0.059

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Housing Rehab Invest Reserve	3.850	4.011	3.919	1.424
- Multi-Family Dwell Tax Inv Res	0.597	0.902	0.784	0.499

Development Approvals, Building Permits and Inspections

Description

Provides legal permissions for property development. Audits for adherence to Provincial codes and municipal by-laws for development, construction, alterations, demolition, and occupancy of buildings. This regulatory service includes: Plan Examination, Zoning Review, Inspections, and Enforcement.

OurWinnipeg

City Building (*CB*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Supports safe, healthy, accessible, and energy efficient buildings through the administration of permitting and enforcement of by-laws and property standards				
Total New Dwelling Units Created	3,834	5,810	5,810	5,810
Total Permits Issued	34,540	37,416	37,416	37,416
Total Permit Fees ($)	24,921,084	30,430,121	31,578,000	32,256,000
Total Permit Values (in thousands of $)	2,188,385	2,874,167	2,874,167	2,874,167
Total Plan Examination Volume	12,388	14,131	14,131	14,131
Total Inspection Volume	111,773	110,488	110,488	110,488
Declared Value of Construction per Capita [A]	$2,854	$3,834	$3,834	$3,834
New Residential Units Created per 100,000 Population [A]	500	757	757	757
Operating Cost for Building Permits and Inspection Services per $1,000 of Construction Activity [B]	$8.34	$5.95	$5.95	$5.95
Goal 2: Continue to streamline the permit application, approval, and inspections process, in support of providing timely and predictable services				
Citizen Satisfaction with Zoning Regulations and Building Permits [C]	66%	62%	60%	70%
Percentage of Building Permits reviewed (Initial Complete Review - ICR) within industry accepted targets [D]	N/A	47.1%	55%	65%
Zoning Variances Processed and Completed	599	606	606	606
Combined Commercial and Housing Inspections	4,097	4,450	4,450	4,450
Goal 3: Move toward cost recovery				
Move toward 100% cost recovery	100%++	100%++	100%++	100%+

[A] Refer to benchmarking / comparison data on the following page.

[B] Reflective of increased demand for permits with a reduction in operating costs.

[C] 2022 is the actual result of the citizen satisfaction survey.

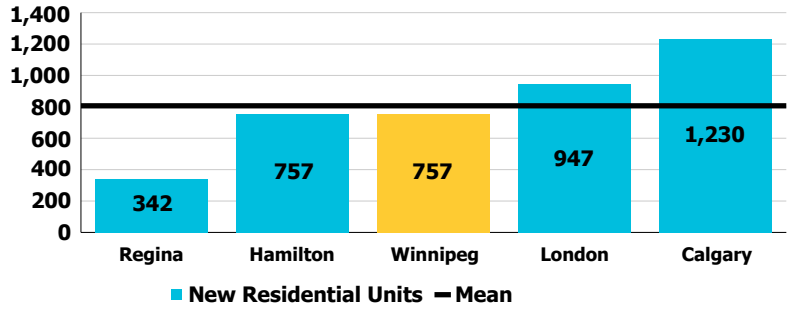
[D] This is a new measure for 2021; 2020 data is not available.

Development Approvals, Building Permits & Inspections

Performance Measurements

Effectiveness Measurement

New Residential Units Created per 100,000 Population (2021)



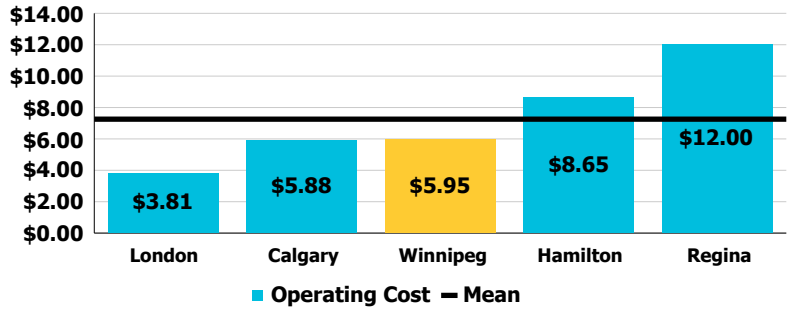
This is an economic indicator that highlights development trends in a municipality in response to local needs. Typically, there is a correlation between the number of new residential dwelling units, population growth and the overall economic growth of a municipality. In addition, this indicator is highly influenced by housing type, with high-density, multi-residential projects (e.g., apartments, condominiums) yielding a higher number of units compared to low-density development (i.e. single households).

	2017	2018	2019	2020	2021
Wpg. Trend	650	498	651	500	757

Source: Municipal Benchmarking Network Canada (BLDG221)

Efficiency Measurement

Operating Cost for Building Permits and Inspection Services per $1,000 of Construction Activity (2021)



This measure represents the operating costs associated with the provision of building permits and inspection services. The fluctuation in year over year results is impacted by the value of residential and ICI (Industrial, Commercial and Institutional) construction activity. Results in 2020 may be impacted by a downturn in ICI construction activity as a result of the COVID-19 pandemic.

	2017	2018	2019	2020	2021
Wpg. Trend	$5.49	$7.25	$6.17	$8.34	$5.95

As estimated by the applicant.

Development Approvals, Building Permits and Inspections

Contributing Departments

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

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	30.065	29.020	26.047	31.578	32.256	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**30.065**	**29.020**	**26.047**	**31.578**	**32.256**	**1**
Salaries and benefits	19.146	17.901	18.368	19.056	19.362	
Services	2.172	1.711	1.727	1.598	1.648	
Materials, parts and supplies	0.093	0.099	0.099	0.098	0.101	
Assets and purchases	0.049	0.081	0.156	0.081	0.081	
Grants, transfers and other	3.642	1.018	1.045	1.070	1.555	
Recoveries	(0.807)	(0.377)	(0.631)	(0.427)	(0.723)	
Operating Expenses	**24.296**	**20.434**	**20.764**	**21.477**	**22.023**	
Transfer to Capital	-	0.265	-	-	-	
Debt and finance charges	0.027	0.025	0.027	0.031	0.063	
Total Expenses	**24.323**	**20.724**	**20.791**	**21.507**	**22.086**	**2**
Mill Rate Support/(Contribution)	**(5.742)**	**(8.296)**	**(5.256)**	**(10.070)**	**(10.171)**	
Full-time Equivalent Positions	**221**	**206**	**208**	**213**	**205**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in revenues due to inflation	0.678
	0.678

2 Expenses

Increase in transfer to Permit Reserve	0.488
Increase in salaries and benefits	0.306
Increase in recoveries	(0.296)
Miscellaneous adjustments	0.081
	0.579

Full-time Equivalent Positions

Net decrease of 8 FTEs due to decrease of 13 FTEs in accordance with the 2020-2023 budget and efficiencies attributable to the Digital Permitting Initiative, offset by additional 5 FTEs for the Development & Inspection division funded by the Permit Reserve.

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Res Dev Approvals & Inspection	Revenue	9.153	8.742	7.850	9.509	9.712
	Operating expenses	12.048	10.269	10.498	10.974	11.360
	Transfer to Capital	-	0.164	-	-	-
		2.895	1.691	2.648	1.465	1.647
Com Dev Approvals & Inspection	Revenue	20.911	20.279	18.198	22.069	22.544
	Operating expenses	12.275	10.190	10.294	10.534	10.726
	Transfer to Capital	-	0.101	-	-	-
		(8.637)	(9.988)	(7.904)	(11.535)	(11.818)
Mill Rate Support/(Contribution)		**(5.742)**	**(8.296)**	**(5.256)**	**(10.070)**	**(10.171)**

Additional Financial Information

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

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.100	0.210	0.310

Heritage Conservation

Description

To promote cultural heritage and the long-term conservation of heritage resources in the City of Winnipeg.

OurWinnipeg

City Building (*CB*) | Economic Prosperity (*EP*) | Environmental Resilience (*ER*) | Leadership and Good Governance (*LG*) | Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Ensure the long-term conservation of heritage resources and districts that represent the many facets of our cultural identities through integrated planning, resource and district designation, and regulatory reforms				
Number of Listed Historic Resources [A]	353	354	355	360
Number of Designated Heritage Conservation Districts [B]	1	1	2	2
Goal 2: Contribute to sustainable development by supporting the conservation of heritage buildings and resources through principled design review and established design standards				
Number of Heritage Permits Issued	58	49	50	50
Goal 3: Incentivize heritage conservation as a means of bolstering neighbourhood vitality and as an investment in the economy				
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [C] [D]	14	9	10	10
Number of Conservation Projects Awarded under the Gail Parvin Hammerquist Fund [D] [E]				
City-wide Capital Projects Grants Program	7	6	3	5
CentreVenture Program	1	1	4	5
Goal 4: Be a catalyst for greater public awareness, education and participation in tangible and intangible heritage conservation				
Number of Educational Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Research and Interpretive Grants Program [D]	10	5	5	5
Total Commemorated Resources [F]	348	352	353	354
Citizen Satisfaction with City's Efforts in Preserving Heritage Buildings [E] [G]	84%	81%	78%	80%
Goal 5: Provide leadership in heritage conservation through the designation of City-owned resources and by improving the suitability of Heritage Buildings for occupancy by City Departments and other civic uses				
Listed and nominated buildings owned by the City:				
a) Number of Buildings	29	31	33	35
b) Assessed Value (in Millions)	$48.1	$50.9	$53.0	$55.0
Average Maintenance/Operating Cost of Heritage Buildings [E]				
St. Boniface Fire Hall No. 1	$2.71	$1.65	$1.72	$1.80
Bank of Hamilton Building (leased)	$1.90	$1.87	$1.95	$2.04
Confederation Life Building (leased)	$5.44	$6.82	$7.13	$7.45
St. Boniface City Hall	$8.58	$5.13	$5.36	$5.60
Cornish Library	$3.96	$7.58	$7.92	$8.28
Carnegie Library	$2.22	$2.59	$2.71	$2.83

Heritage Conservation

[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] Heritage Conservation District: a neighbourhood that has been designated as such under the Heritage Conservation Districts (HCD) By-law and whose properties are protected from alteration and demolition in accordance with an HCD Plan.

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

[D] Refer to "City funding for Heritage Programs" for values.

[E] Refer to comparison or historical data on the following page.

[F] Commemorated Resource: a building, structure or land that is recognized for its architectural or historical significance but is not protected from alterations and demolition. Information about a Resource is available on the City's website.

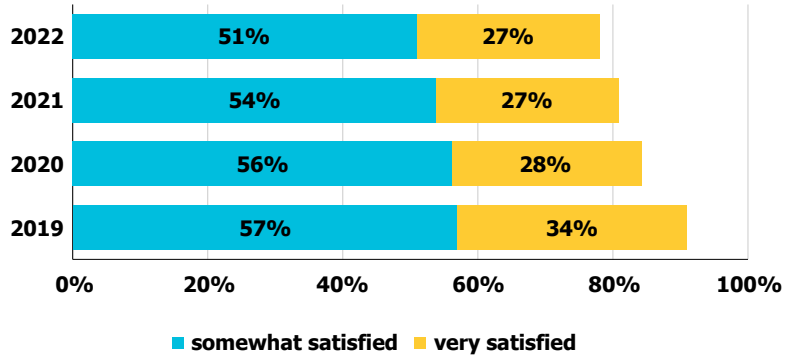
[G] 2022 is the actual result of the citizen satisfaction survey.

Heritage Conservation

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with City's Efforts in Preserving Heritage Buildings



	2019	2020	2021	2022
Total Satisfied	91%	84%	81%	78%

Source: City of Winnipeg Annual Citizen Survey

Satisfaction with City's efforts in preserving heritage buildings is somewhat satisfactory to very satisfactory.

City Funding for Heritage Programs

Funding Type	2019	2020	2021
Gail Parvin Hammerquist Fund Program:			
Capital Projects Grant [A]	$319,575	$242,240	$175,500
Research and Interpretive Grant [A]	$56,500	$62,375	$33,800
CentreVenture Allocation	$496,636	$487,201	$279,816
Heritage Conservation Tax Credit	$731,514	$746,587	$723,625
Heritage Conservation Grant Program [B]	$125,309	$151,361	$151,720

[A] Approved projects.

[B] The Heritage Conservation Program By-law came into effect in 2018.

Since 1996, the City of Winnipeg has undertaken a number of incentive programs to support heritage building conservation, research and public education.

An investment in heritage can provide economic stimulus and support community development. Heritage is good for the City's economic environment and good for business. Investment in heritage conservation pays off in enhanced tax assessments, improved urban environments and opportunities for business.

Heritage Conservation

Contributing Department

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.002	-	-	-	-	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.002**	**-**	**-**	**-**	**-**	**1**
Salaries and benefits	0.272	0.267	0.257	0.243	0.253	
Services	0.037	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	0.054	0.046	0.046	0.048	0.048	
Recoveries	(0.017)	(0.029)	(0.018)	(0.004)	(0.004)	
Operating Expenses	**0.347**	**0.298**	**0.299**	**0.299**	**0.310**	
Transfer to Capital	-	0.174	-	-	-	
Debt and finance charges	0.005	0.004	0.005	0.005	0.010	
Total Expenses	**0.352**	**0.476**	**0.303**	**0.305**	**0.320**	**2**
Mill Rate Support/(Contribution)	**0.349**	**0.476**	**0.303**	**0.305**	**0.320**	
Full-time Equivalent Positions	**3**	**3**	**2**	**2**	**2**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues:

n/a

2 Expenses

Miscellaneous adjustments	0.015
	0.015

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Heritage Investment Reserve	(0.183)	0.854	0.846	0.844

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.543	12.347	12.890

Property Asset Management

Description

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

Real Estate: administers the sale and leasing of City-owned property; negotiates property acquisition or real estate appraisals on behalf of civic departments. See Goals 1 and 2.

Municipal Accommodations: plans, develops, operates, maintains, protects and preserves the City's physical building and related asset infrastructure to provide for current and future civic program accommodation needs; provides analysis/assessment, design, procurement, and project management for new and existing civic buildings/assets. See Goals 3, 4 and 5.

OurWinnipeg

City Building (*CB*) | Economic Prosperity (*EP*) | Environmental Resilience (*ER*) | Leadership and Good Governance (*LG*) | Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Market City-owned lots for affordable housing in accordance with the "Creating Affordable Housing Opportunities in Housing Improvement Zones" program				
Number of Lots Marketed per Year	0	21	20	20
Goal 2: Further economic prosperity and improve city building through the development and sale of employment lands				
Number of acres sold per year	0	17.16	12	12
Goal 3: Optimize facility asset infrastructure condition				
Citizen satisfaction with the Condition of Recreation Facilities (respondents who used recreation facilities) [A]	86%	75%	77%	80%
Condition of Recreation, Leisure and Library Buildings - Facility Condition Index (FCI) [B]	0.398	0.412	0.425	0.425
Goal 4: Provide effective and efficient facilities management				
Vacancy Comparison Between Municipal Accommodations and Winnipeg Overall Vacancy for Space [B] [C] [D]	3.08% / 8.50%	2.77% / 8.0%	2.63% / N/A	2.50% / N/A
Cost Comparison of City Buildings Owned and Leased (% difference) [B]	$12.90 / $13.88 / -7.6%	$13.16 / $14.78 / -12.3%	$13.16 / $14.78 / -7.0%	$13.16 / $14.78 / -7.0%
Goal 5: Ensure efficient energy practices and environmental stewardship				
Facility Energy Consumption Reduction in Retro-Commissioned (RCX) Civic Facilities				
Estimated Total Annual Utility Cost Savings ($)	50,390	100,799	100,799	119,549
Estimated Reduction in Electricity Hours (kWh)	822,477	1,644,953	1,644,953	1,950,937

[A] 2022 is the actual result of the citizen satisfaction survey.

[B] Refer to comparison / historical data on the following page.

[C] 2020 data was restated due to the inclusion of non-office facilities.

[D] 2022 and 2023 targets are unable to be provided as this measure represents industry performance.

Property Asset Management

Performance Measurements

Effectiveness Measurements

Vacancy Comparison Between Municipal Accommodation and Winnipeg Overall Vacancy for Space

Vacancy Rate (%)	2017	2018	2019	2020 [A]	2021
Municipal Accommodation Vacancy Rate	4.6%	5.2%	4.0%	3.1%	2.8%
Winnipeg Overall Vacancy Rate	8.1%	10.1%	11.6%	8.5%	8.0%
Percent Difference	-3.4%	-4.8%	-7.6%	-5.4%	-5.2%

Source: Colliers International: Winnipeg Office & Industrial Market Reports - Fourth Quarter 2021

[A] 2020 data restated for the inclusion of non-office facilities commensurate with revised data measurement in 2021.

The municipal accommodation vacancy rate continues to be below the Winnipeg overall vacancy rate.

Cost Comparison of City Buildings Owned and Leased

	2017	2018	2019	2020	2021
Total City Leased Space Cost per sq. ft.	$13.83	$13.88	$13.67	$13.88	$14.78
Total Owned Space Cost per sq. ft.	$13.28	$13.05	$13.32	$12.90	$13.16
$/sq. ft. difference	$0.55	$0.83	$0.34	$0.98	$1.62
Percent Difference	-4.2%	-6.4%	-2.6%	-7.6%	-12.3%

Cost comparisons are based on generally accepted cost allocation methods consistent with industry practice.

Property Asset Management - Tax Supported

Contributing Departments

Assets & Project Mgmt. 64 %
Planning, Prop. & Devl. 36 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget *	2023 Preliminary Budget	Expl.
Service Revenue	14.499	18.484	15.549	20.801	18.440	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**14.499**	**18.484**	**15.549**	**20.801**	**18.440**	**1**
Salaries and benefits	5.194	5.610	5.702	5.493	5.801	
Services	0.883	0.908	0.896	0.873	0.879	
Materials, parts, and supplies	0.008	0.029	0.031	0.020	0.019	
Assets and purchases	0.031	0.030	0.030	0.027	0.027	
Grants, transfers and other	8.657	8.900	8.328	8.259	8.236	
Recoveries	(2.044)	(2.147)	(2.169)	(2.193)	(2.214)	
Operating Expenses	**12.729**	**13.330**	**12.817**	**12.481**	**12.749**	
Transfer to Capital	-	0.039	-	-	-	
Debt and finance charges	0.614	0.610	0.614	0.620	0.674	
Total Expenses	**13.344**	**13.980**	**13.432**	**13.101**	**13.423**	**2**
Mill Rate Support/(Contribution)	**(1.155)**	**(4.504)**	**(2.118)**	**(7.700)**	**(5.017)**	
Full-time Equivalent Positions	**47**	**47**	**46**	**53**	**54**	

*** 2022 Budget restated due to Assets and Project Management being transferred from the Organizational Support Services service.**

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in transfer from Municipal Accommodations	0.567
Decrease in transfer from Land Operating Reserve	(3.000)
Miscellaneous adjustments	0.072
	(2.361)

2 Expenses

Increase in salaries and benefits	0.308
Miscellaneous adjustments	0.014
	0.322

Full-time Equivalent Positions

Increase of one FTE due to refinement of service-based view.

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Infrastructure Planning	Operating expenses	1.015	1.099	1.179	0.915	0.947
		1.015	1.099	1.179	0.915	0.947
Municipal Accommodations	Revenue	10.361	11.027	11.023	11.204	11.770
	Operating expenses	8.972	9.190	8.584	8.528	8.621
	Transfer to Capital	-	0.019	-	-	-
		(1.389)	(1.817)	(2.439)	(2.675)	(3.149)
Land and Property	Revenue	4.138	7.458	4.527	9.597	6.669
	Operating expenses	3.363	3.651	3.669	3.658	3.855
	Transfer to Capital	-	0.020	-	-	-
		(0.775)	(3.787)	(0.858)	(5.940)	(2.815)
Mill Rate Support/(Contribution)		**(1.149)**	**(4.504)**	**(2.118)**	**(7.700)**	**(5.017)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Land Operating Reserve	19.463	18.200	12.627	21.721

Property Asset Management - Municipal Accommodations

Contributing Department

Assets & Project Mgmt. 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	68.415	72.048	73.424	73.082	73.855	
Provincial funding (service specific)	0.329	0.359	0.359	0.359	0.359	
Revenues	**68.744**	**72.407**	**73.783**	**73.441**	**74.214**	1
Salaries and benefits	20.085	20.718	21.636	21.084	21.826	
Services	26.594	30.203	29.854	29.878	30.626	
Materials, parts, supplies	7.047	6.209	7.031	6.633	5.189	
Assets and purchases	0.012	0.030	0.030	0.030	0.050	
Grants, transfers and other	11.832	12.252	12.254	12.501	13.057	
Recoveries	(2.575)	(3.020)	(3.035)	(2.762)	(2.762)	
Operating Expenses	**62.995**	**66.392**	**67.770**	**67.364**	**67.986**	
Transfer to Capital	1.056	1.169	1.056	1.056	1.089	
Debt and finance charges	4.693	4.846	4.957	5.021	5.139	
Total Expenses	**68.744**	**72.407**	**73.783**	**73.441**	**74.214**	2
Surplus/(Deficit)	**-**	**-**	**-**	**-**	**-**	
Full-time Equivalent Positions	**264**	**286**	**286**	**283**	**282**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in accommodation charges	0.949
Increase in transfer from Parks and Open Spaces for facilities operation and maintenance	0.040
Decrease in transfer from Community Services for facilities operation and maintenance	(0.216)
	0.773

2 Expenses

Increase in salaries and benefits	0.742
Increase in transfer to General Revenue Fund (Provision for Cost Variability)	0.567
Increase in services, primarily contract-construction and maintenance, cleaning, security and rentals	0.526
Increase in utility costs primarily related to rate increases	0.222
Increase in debt and finance charges	0.118
Decrease in costs for maintenance of major building systems and maintenance materials	(1.444)
Miscellaneous adjustments	0.042
	0.773

Full-time Equivalent Positions

Decrease of one FTE to align with operational requirements.

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Municipal Accommodations	Revenue	49.444	50.553	50.035	50.412	51.401
	Operating expenses	48.277	49.258	48.955	49.384	50.154
	Transfer to Capital	1.056	1.169	1.056	1.056	1.089
		0.111	0.127	0.024	(0.028)	0.158
Pool Facilties	Revenue	12.961	14.352	14.690	15.032	14.653
	Operating expenses	12.020	14.446	14.710	15.100	15.064
	Transfer to Capital	-	-	-	-	-
		0.941	(0.094)	(0.019)	(0.067)	(0.411)
Arena Facilities	Revenue	3.990	4.751	6.245	5.069	5.175
	Operating expenses	4.818	4.765	6.249	5.065	5.113
	Transfer to Capital	-	-	-	-	-
		(0.828)	(0.014)	(0.004)	0.004	0.062
Recreation Centres	Revenue	1.161	1.403	1.441	1.531	1.563
	Operating expenses	1.632	1.414	1.443	1.452	1.471
	Transfer to Capital	-	-	-	-	-
		(0.472)	(0.011)	(0.002)	0.078	0.092
Community Centre Facilities	Revenue	1.188	1.349	1.373	1.397	1.422
	Operating expenses	0.940	1.356	1.371	1.384	1.324
	Transfer to Capital	-	-	-	-	-
		0.248	(0.008)	-	0.013	0.098
Surplus/(Deficit)		**-**	**-**	**-**	**-**	**-**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	6.786	8.792	15.578

Cemeteries

Description

The City of Winnipeg is responsible for the operation and maintenance of Brookside, St. Vital and Transcona cemeteries. Starting with the first interment at Brookside Cemetery in 1878, these cemeteries serve as the final resting place for more than 110,000 people. The Branch is responsible for facilitating the sale of cemetery lots/plots, niches and other products and services; completing interments and disinterments; maintaining and preserving cemetery records; conducting burial searches; and ensuring perpetual maintenance of cemetery grounds.

OurWinnipeg

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Continue to enhance the image and reputation of municipal cemeteries through high-quality grounds maintenance, increased public awareness, and evolving operations to meet diverse community needs				
Number of Field of Honour Sites re-landscaped	210	1,013	653	450
Number of Interment Sites re-leveled and re-seeded	1,087	1,184	1,250	1,300
Goal 2: Ensure long-term sustainability of municipal cemeteries, through the continued development of sound work practices, prudent management of land supply, timely provision of new interment rights and the implementation of new programs and services				
Lineal Feet of New Poured in Place Monument Beam Foundation Installed in Public Sections [A]	0	542	240	240
Number of Individual Foundations Installed	54	25	55	50
Lineal Feet of New Field of Honour foundation installed [B]	3,184	2,948	2,600	0
Number of Trees Planted [C]	96	0	100	100
Number of Interments	766	867	810	820
Perpetual Maintenance Reserve Fund [D] [E]				
Niche	15%	15%	15%	15%
Scattering	10%	10%	10%	10%
Cremation Lot	25%	25%	25%	25%
Full Size Interment Lot	25%	25%	25%	25%
Goal 3: Maintain the heritage of cemeteries and continue to promote their significance in the community				
Number of Educational Tours [F]	0	0	5	10

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

[B] It is unlikely that any new foundation will be installed for several years within the Field of Honour at Brookside or Transcona Cemetery after 2022 as there is a robust supply that is expected to meet demand. Larger values for 2022 and earlier are as a result of a significant refurbishment project within the Field of Honour at Brookside Cemetery, which was delivered as a partnership between the City of Winnipeg and Veteran's Affairs Canada.

[C] No trees were planted in 2021 as a cost saving measure.

[D] Refer to benchmarking / comparison data on the following page.

[E] Any changes to the rates would require an amendment to the Cemeteries By-law.

[F] No educational tours were provided in 2020 and 2021 as a result of the COVID-19 pandemic.

Cemeteries

Performance Measurements

Effectiveness Measurement

Comparison of Perpetual Maintenance Reserve Funds of Municipally Owned and Operated Cemeteries (2021)

City	Niche	Scattering	Cremation Lot	Full Size Interment Lot
Brandon	20%	20%	20%	20%
Calgary	40%	0%	40%	40%
Edmonton	25%	0%	25%	25%
Winnipeg	15%	10%	25%	25%

Note: There is no legislated requirement for a municipality, religious denomination or religious auxiliary owned and operated cemetery to have a perpetual maintenance fund. Each cemetery may create a perpetual maintenance fund by setting aside in a reserve fund a defined percentage of the purchase price of each type of cemetery property or service. Interest earned on investment of the perpetual maintenance fund contributes towards (i) the cost of maintenance and improvement of the cemetery grounds in perpetuity and (ii) reinvestment into the fund to ensure its continued growth. Perpetual care includes general maintenance, improvement and/or embellishment of cemetery properties, grounds, buildings and infrastructure.

Winnipeg's municipally owned and operated cemeteries' perpetual maintenance reserve funds ensure that general maintenance and improvements will continue in the future after the cemetery is closed and no further property is available for sale.

Cemeteries

Contributing Department

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	2.178	1.780	1.817	1.871	1.955	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**2.178**	**1.780**	**1.817**	**1.871**	**1.955**	**1**
Salaries and benefits	1.738	1.710	1.841	1.851	1.972	
Services	0.557	0.459	0.440	0.423	0.384	
Materials, parts and supplies	0.157	0.129	0.132	0.132	0.135	
Assets and purchases	0.014	0.007	0.007	0.007	0.004	
Grants, transfers and other	0.255	0.211	0.214	0.216	0.213	
Recoveries	(0.030)	(0.040)	(0.040)	(0.025)	(0.025)	
Operating Expenses	**2.692**	**2.477**	**2.594**	**2.604**	**2.683**	
Transfer to Capital	-	0.250	-	-	-	
Debt and finance charges	0.018	0.017	0.018	0.021	0.042	
Total Expenses	**2.710**	**2.743**	**2.612**	**2.624**	**2.725**	**2**
Mill Rate Support/(Contribution)	**0.532**	**0.963**	**0.795**	**0.754**	**0.770**	
Full-time Equivalent Positions	**24**	**24**	**26**	**26**	**27**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in Cemeteries revenues due to inflation	0.039
Increase in transfer from Brookside Perpetual Maintenance Reserve Fund to offset salaries and benefits for one permanent Clerk A and one seasonal "Utility 1" position	0.045
	0.084

2 Expenses

Increase in salaries and benefits	0.121
Miscellaneous adjustments	(0.020)
	0.101

Full-time Equivalent Positions

Increase in one permanent Clerk A (0.75 FTE) and one seasonal "Utility 1" (0.33 FTE).

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Perpetual Mtce-Brookside Cem	18.015	18.431	18.844	19.239
- Perpetual Mtce-St Vital Cem	1.320	1.363	1.418	1.466
- Perpetual Mtce-Transona Cem	0.942	0.988	1.048	1.085

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.200	1.324	1.524

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

Environmental Resilience (*ER*) Good Health and Well-Being (*HW*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Improve the overall image of municipal courses by enhancing the golf experience on and off the golf course				
Kildonan Park Golf Course (39.49 hectares, 18-hole course)				
Days Open	162	207	165	187
Total Rounds	33,856	38,888	32,500	34,500
Windsor Park Golf Course (46.13 hectares, 18-hole course)				
Days Open	162	207	160	187
Total Rounds	31,946	35,216	29,500	31,500
Crescent Drive Golf Course (15.39 hectares, 9-hole course)				
Days Open	158	200	164	187
Total Rounds	24,626	26,115	22,000	23,500
Harbour View Golf Course (12.8 hectares, 9-hole course)				
Days Open	158	207	165	187
Total Rounds	13,815	14,604	12,700	13,500
Goal 2: Minimize the impact on the environment through thoughtful equipment procurement, electrification of fleet of golf carts, and maintenance strategies				
Annual conversion rate for electrification of fleet of equipment	5%	10%	20%	40%
Annual conversion rate for electrification of golf carts	13%	20%	60%	100%

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

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

Golf Services (SOA)

Contributing Department

Golf Services SOA 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service Revenue	4.163	2.430	2.593	3.713	3.677	
Grant from the City	0.730	0.730	0.730	-	-	
Provincial funding (service specific)	0.020	0.023	0.023	0.023	0.023	
Revenues	**4.913**	**3.184**	**3.347**	**3.737**	**3.700**	**1**
Salaries and benefits	1.420	1.512	1.554	1.584	1.639	
Services	0.850	0.634	0.560	0.567	0.800	
Materials, parts and supplies	0.425	0.209	0.224	0.231	0.335	
Assets and purchases	-	-	-	-	-	
Grants, transfers and other	0.140	0.043	0.046	0.127	0.147	
Recoveries	-	-	-	-	-	
Operating expenses	**2.836**	**2.398**	**2.383**	**2.510**	**2.921**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	0.006	0.083	0.066	0.054	-	
Depreciation and amortization	0.245	0.237	0.243	0.241	0.255	
Total Expenses	**3.087**	**2.718**	**2.693**	**2.805**	**3.177**	**2**
Surplus/(Deficit)	**1.826**	**0.465**	**0.654**	**0.932**	**0.524**	
Full-time Equivalent Positions	**21**	**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 2023 Change from 2022

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.037)
	(0.037)

2 Expenses

Increase in rentals, other equipment servicing and allocated departmental cost	0.233
Increase in purchases for resale, other operating supplies, motive fuels and chemicals	0.104
Increase in salaries and benefits	0.055
Miscellaneous adjustments	(0.020)
	0.372

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Community Services

Photo Credit: City of Winnipeg

Standing Policy Committee on Community Services

Service Name	Lead Department	Supporting Department(s)
Fire and Rescue Response	Fire Paramedic Service	
Fire and Injury Prevention	Fire Paramedic Service	
Medical Response	Fire Paramedic Service	
Emergency Management	Fire Paramedic Service	
Recreation	Community Services	
Parks and Urban Forestry	Public Works	Planning, Property and Development
Community Liveability	Community Services	Planning, Property and Development; Corporate Accounts
Libraries	Community Services	
Arts, Entertainment and Culture	Community Services	City Clerk's; Museums; Chief Administrative Office
Insect Control	Public Works	
Animal Services (SOA)	Animal Services (SOA)	Community Services

Note: SOA = Special Operating Agency



Photo Credit: City of Winnipeg

Fire & Rescue Response

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.

Key services include fire investigation, fire paramedic response, fire suppression & life rescue, and specialty rescue.

OurWinnipeg

City Building (*CB*) Good Health and Well-Being (*HW*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Improve capacity to effectively respond to emergencies and disasters in a manner that is financially sustainable for the citizens of Winnipeg				
Total Fires	2,025	2,857	2,126	2,233
Alarm - No Fire	7,816	8,844	9,021	9,201
Gas/Odor/Hazardous Materials Emergencies	963	1,121	1,177	1,236
Miscellaneous Emergencies	4,577	5,809	6,274	6,776
Rescue Emergencies	218	177	200	210
Citizen Satisfaction with Fire Service Response to Fire Incidents [B]	97%	93%	88%	95%
Actual 90th Percentile Fire Station Notification Response Time (Minutes) [C]	7.77	8.33		
Number of Residential Fire Related Fatalities Averaged Over 5 Years per 1,000 Persons [A]	0.008	0.007	.007	.006
Fire Staffing Costs per Capita	$157.67	$165.24	$168.08	$170.97
Fire Suppression Staff per 1,000 Population [C]	1.198	1.198		
Goal 2: Invest in technology, equipment, and staff training to maximize safety for all emergency responders as well as the public				
Emergency Medical Incidents - Fire Only Dispatched	14,909	19,102	20,439	21,870
Emergency Medical Incidents - Ambulance & Fire Dispatched	40,315	44,320	47,422	50,742
Fire Assisted Scheduled Inter-Facility Transfers [C]	9	8		
Goal 3: Align technology, equipment and staff to provide services that are environmentally sustainable				
Fire Investigations	416	484	490	500
Arson Determinations [D] [E]	464	621		

Fire & Rescue Response

[A] Refer to benchmarking / comparison data on the following page.

[B] 2022 is the actual result of the citizen satisfaction survey.

[C] WFPS is not providing Target Values for this Measure at this time.

[D] Source: Winnipeg Police Service (WPS) will not be providing Target Values for this Measure.

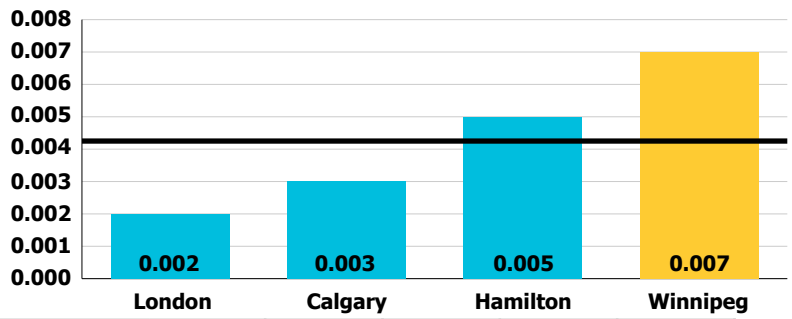
[E] Source: Winnipeg Police Service (WPS), based on all charges to a maximum of four.

Fire and Rescue Response

Performance Measurements

Effectiveness Measurements

Number of Residential Fire Related Fatalities Averaged Over 5 Years per 1,000 Persons (2021)

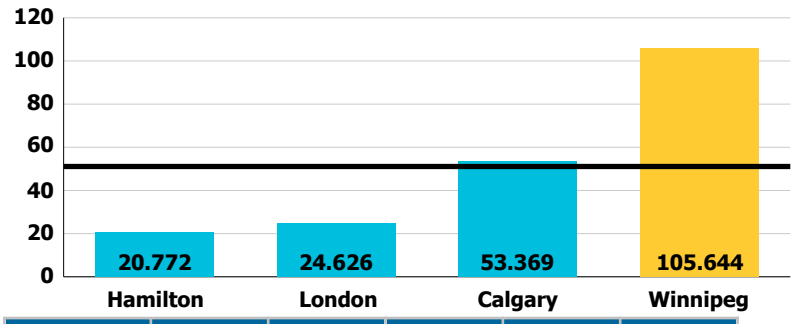


	2017	2018	2019	2020	2021
Wpg. Trend	0.005	0.005	0.007	0.008	0.007

Source: Municipal Benchmarking Network Canada (FIRE140, previously FIRE935M)

Winnipeg's residential fire related fatalities averaged over 5 years per 1,000 persons has remained fairly consistent over the past three years.

Number of Unique Incidents Responded to by Fire Services per 1,000 Population (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	101.402	104.703	105.187	91.253	105.644

Source: Municipal Benchmarking Network Canada (FIRE240)

Winnipeg's fire service responds to more incidents than many other fire services due to the integrated service model that dispatches paramedic-staffed fire units to moderate the medical incident volume assigned to ambulances. Winnipeg's value for this measure is higher than comparable municipalities.

This measure reflects the Fire Service involvement across both Fire and Rescue Response and Medical Response service areas.

Fire and Rescue Response

Contributing Department

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	1.118	0.611	0.661	0.917	2.104	
Provincial funding (service specific)	4.522	4.027	4.522	4.522	4.522	
Revenues	**5.639**	**4.638**	**5.183**	**5.439**	**6.626**	**1**
Salaries and benefits	131.695	121.143	124.248	128.015	131.099	
Services	5.841	7.317	7.690	7.029	7.138	
Materials, parts, and supplies	4.441	4.526	5.066	5.789	5.616	
Assets and purchases	0.530	0.221	0.324	0.284	0.351	
Grants, transfers and other	1.981	1.054	1.061	1.148	1.132	
Recoveries	(1.388)	(0.183)	(0.305)	(0.258)	(1.001)	
Operating expenses	**143.100**	**134.078**	**138.083**	**142.006**	**144.336**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	3.191	2.595	3.190	3.700	3.734	
Total Expenses	**146.290**	**136.673**	**141.273**	**145.707**	**148.070**	**2**
Mill Rate Support/(Contribution)	**140.651**	**132.035**	**136.090**	**140.268**	**141.444**	
Full-time Equivalent Positions	**932**	**919**	**920**	**931**	**931**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in fire suppression service revenue	1.187
	1.187

2 Expenses

Increase in salaries and benefits	3.084
Increase in fuel cost	0.341
Increase in training and tuition to re-establish the 2022 budget reduction	0.148
Increase in debt and finance charges	0.034
Increase in recoveries for Central Processing Unit	(0.743)
Decrease in clothing and uniforms	(0.522)
Miscellaneous adjustments	0.021
	2.363

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Fire Suppression & Life Rescue	Revenue	5.575	4.633	5.138	5.394	6.580
	Operating expenses	134.642	125.377	129.682	133.871	136.012
	Transfer to Capital	-	-	-	-	-
		129.067	120.743	124.544	128.477	129.432
Fire Investigation	Revenue	0.004	-	-	-	-
	Operating expenses	0.900	0.910	0.935	0.935	0.969
	Transfer to Capital	-	-	-	-	-
		0.896	0.910	0.935	0.935	0.969
Specialty Rescue	Revenue	-	-	-	-	-
	Operating expenses	0.122	0.127	0.128	0.128	0.129
	Transfer to Capital	-	-	-	-	-
		0.122	0.127	0.128	0.128	0.129
Fire Paramedic Response	Revenue	0.060	0.004	0.044	0.044	0.045
	Operating expenses	10.626	10.260	10.527	10.772	10.960
	Transfer to Capital	-	-	-	-	-
		10.566	10.256	10.483	10.727	10.915
Mill Rate Support/(Contribution)		**140.651**	**132.035**	**136.090**	**140.268**	**141.444**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	2.142	42.971	45.113

Fire and Injury Prevention

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.

Key services include fire & injury prevention education and fire inspection.

OurWinnipeg

Good Health and Well-Being (*HW*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 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				
Medical/Injury Prevention Lectures/Presentations [A]	67	59	100	150
Youth Fire Stop	15	10	12	14
Community Fire Prevention Partnership [A] [B]	36	0		
Arson Prevention in Schools [A]	6	2	14	25
Community Education [A] [B]	2	0		
Citizen Satisfaction with Fire and Injury Prevention Education [C] [D]	89%	85%	79%	85%
Goal 2: Identify the need for, develop new educational programming, and deliver that programming to identified groups within our community				
Fire Safety House [A]	0	0	90	100
Other Community Events [A] [B]	5	0		
Fire Safety Lectures/Presentations [A]	0	74	100	125
Fire/Paramedic Station Tours [A] [B]	7	2		
Goal 3: Promote and participate in public safety initiatives with partner agencies				
Career Symposiums [A]	0	3	4	5
Evacuation Fire Drills [A] [B]	6	1		
Career Camps [A]	0	0	1	1
Goal 4: Enforce structural fire and life safety standards through the provision of plan examination, building fire inspection services and enforcement				
Fire Prevention By-Law/Fire Code Inspections	11,169	12,129	14,080	16,720
Fire Code/By-Law Violations Cited	12,833	15,130	16,896	18,390
Operations Inspections [A]	265	10	545	1,069
Property File Searches/Plans Examined	702	879	944	944
Citizen Satisfaction with Safety of Existing Buildings Through Fire Inspections and Enforcement [D]	89%	85%	81%	85%
Rate of Residential Structural Fires with Losses per 1,000 Households [B] [C]	1.66	1.73		
Fire Prevention Staff per 1,000 Population [C]	.039	.039	.039	.038
Fire Education Staff per 1,000 Population [C]	.005	.005	.005	.005

Fire and Injury Prevention

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 5: Ensure the required maintenance of fire and life safety systems is conducted by qualified individuals through the ongoing licensing of service persons				
Licenses Issued (New/Renewal/Fire Extinguisher Trainer) [A]	365	536	630	630
Goal 6: Regulate potentially hazardous activities to ensure they are conducted in an approved, and safe manner through permit processes				
Permits Issued [A]	215	230	300	300

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

[B] WFPS is not providing Target Values for this Measure at this time.

[C] Refer to benchmarking / comparison data on the following page.

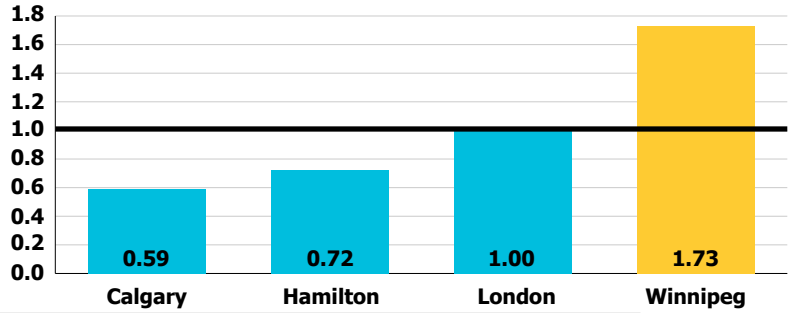
[D] 2022 is the actual result of the citizen satisfaction survey.

Fire and Injury Prevention

Performance Measurements

Effectiveness Measurement

Rate of Residential Structural Fires with Losses per 1,000 Households (2021)



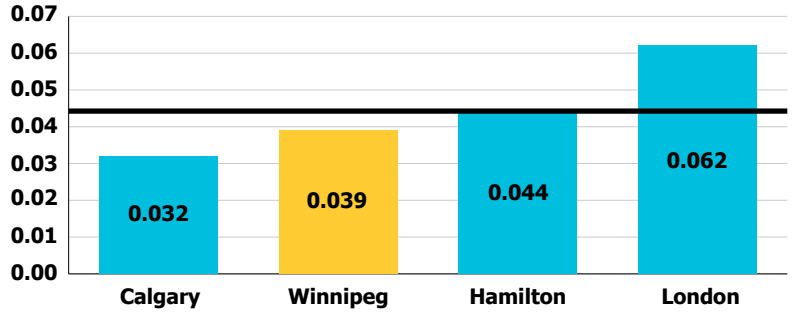
Wpg. Trend	2017	2018	2019	2020	2021
	1.34	1.53	1.72	1.66	1.73

Source: Municipal Benchmarking Network Canada (FIRE115)

Winnipeg continues to experience substantially more fires per household than any of our comparator cities. Winnipeg's diverse community faces a large number of socio-economic challenges. This combined with older housing stock results in a higher residential fire rate than the average among this group of cities.

Efficiency Measurements

Fire Prevention Staff per 1,000 Population (2021)

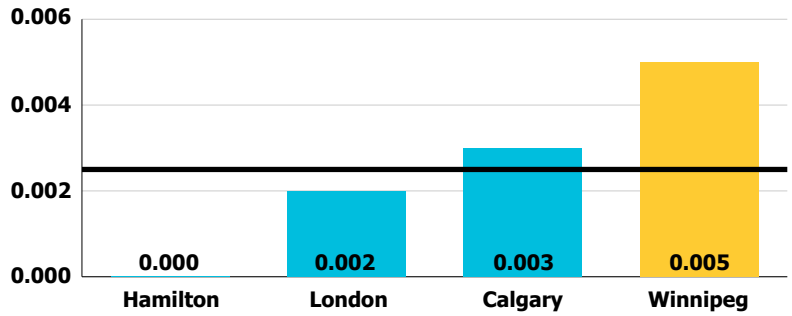


Wpg. Trend	2017	2018	2019	2020	2021
	0.032	0.040	0.039	0.039	0.039

Source: Municipal Benchmarking Network Canada (FIRE213)

The number of Fire Prevention Staff per 1,000 population remains lower than two of the other comparator cities and is lower than the average among this group of cities.

Fire Education Staff per 1,000 Population (2021)



Wpg. Trend	2017	2018	2019	2020	2021
	0.007	0.007	0.005	0.005	0.005

Source: Municipal Benchmarking Network Canada (FIRE214)

Winnipeg's Total Fire Education Staff remains at 4, resulting in the lower rate in comparison to previous years. Winnipeg's staff is the highest among this group of comparison cities.

Fire and Injury Prevention

Contributing Department

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.606	1.147	1.147	1.160	1.298	
Provincial funding (service specific)	0.055	0.050	0.055	0.055	0.055	
Revenues	**0.661**	**1.197**	**1.202**	**1.215**	**1.354**	**1**
Salaries and benefits	5.972	5.271	5.442	5.830	5.931	
Services	0.299	0.328	0.325	0.307	0.302	
Materials, parts, and supplies	0.093	0.236	0.234	0.210	0.216	
Assets and purchases	0.035	0.043	0.045	0.045	0.045	
Grants, transfers and other	0.355	0.303	0.305	0.334	0.334	
Recoveries	(0.125)	(0.005)	(0.008)	(0.006)	(0.006)	
Operating expenses	**6.629**	**6.176**	**6.343**	**6.721**	**6.822**	
Transfer to Capital	0.008	-	0.008	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**6.637**	**6.176**	**6.351**	**6.721**	**6.822**	**2**
Mill Rate Support/(Contribution)	**5.976**	**4.979**	**5.149**	**5.506**	**5.468**	
Full-time Equivalent Positions	**42**	**42**	**42**	**44**	**44**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in inspection fees	0.139
	0.139

2 Expenses

Increase in salaries and benefits	0.101
	0.101

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Fire & Injury Prev Education	Revenue	0.003	-	-	-	-
	Operating expenses	0.885	0.710	0.728	1.016	1.027
	Transfer to Capital	0.008	-	0.008	-	-
		0.889	0.709	0.735	1.016	1.027
Fire Inspection	Revenue	0.658	1.197	1.202	1.215	1.354
	Operating expenses	5.745	5.467	5.616	5.705	5.794
	Transfer to Capital	-	-	-	-	-
		5.087	4.270	4.413	4.490	4.441
Mill Rate Support/(Contribution)		**5.976**	**4.979**	**5.149**	**5.506**	**5.468**

Medical Response

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.

Key services include community paramedicine, emergency ambulance, and medical transfers.

OurWinnipeg

Good Health and Well-Being (*HW*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Improve capacity to effectively respond to medical emergencies in a manner that is financially sustainable for the citizens of Winnipeg				
Emergency Medical Incidents-Total Ambulance Dispatched	72,026	75,061	80,315	85,937
Emergency Medical Incidents-Ambulance Only Dispatched	31,711	30,741	32,893	35,195
Emergency Medical Incidents-Ambulance & Fire Dispatched	40,315	44,320	47,422	50,742
Total Patient Contacts (no Community Paramedicine) [A]	82,981	87,818		
Citizen Satisfaction with Emergency Response Capability for Medical Emergencies (respondents who used service) [E]	87%	93%	78%	95%
90th Percentile Response Time [A] [B]	9.9	10.47		
Total Emergency Medical Service Responses per 1,000 Population [A] [B]	111.83	121.30		
Emergency Medical Service Operating Cost per 1,000 Population	$83,687	$85,193	$86,656	$88,146
Emergency Medical Service Operating Cost per Weighted Vehicle In-Service Hour [A]	$157.74	$158.08		
Emergency Medical Service Total Cost per Patient Transported [A] [B]	$1,158.14	$1,127.78		
Goal 2: Improve quality of medical service provided				
Emergency Patient Transports [A]	53,778	56,940		
Patient Contacts per Thousand Population [A]	108.2	114.4		
Goal 3: Leverage quality improvement to achieve the highest level of customer satisfaction				
Patients Assessed or Treated at Scene (not transported) [A]	26,931	29,037		
Goal 4: Pursue partnerships to enhance delivery of medical service				
Scheduled Inter-facility Transfers-Total Dispatched [A] [C]	5,317	4,832		
Main Street Project Patient Contacts [A]	11,688	11,882		
Community Paramedicine Patient Contacts (EPIC) [A][D]	2,691	9,101		

Medical Response

[A] WFPS is not providing Target Values for this Measure at this time.

[B] Refer to benchmarking / comparison data on the following page.

[C] 2020 Restated due to change in methodology.

[D] EPIC = Emergency Paramedics in the Community program. Significant increase due to change in criteria for front line crews to generate an At-Risk Referral and the addition of EPIC 3.

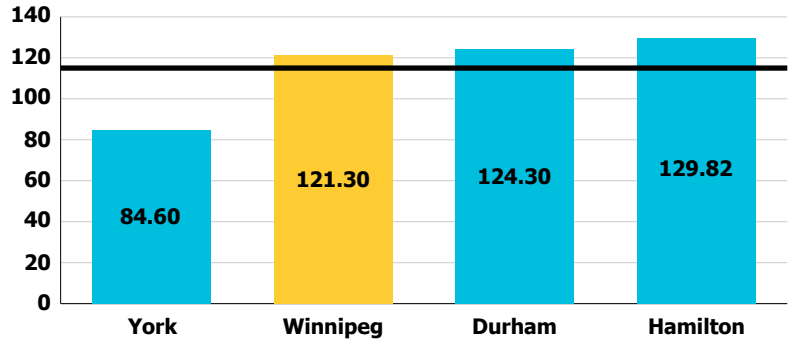
[E] 2022 is the actual result of the citizen satisfaction survey.

Medical Response

Performance Measurements

Effectiveness Measurement

Total Emergency Medical Service Responses per 1,000 Population (2021)



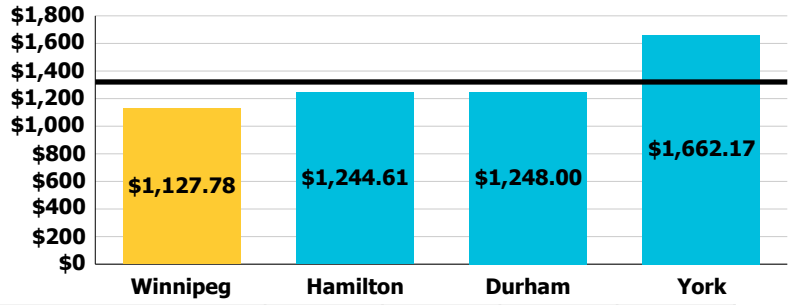
	2017	2018	2019	2020	2021
Wpg. Trend	111.28	114.05	120.31	111.83	121.30

Source: Municipal Benchmarking Network Canada (EMDS229)

In 2021, the Winnipeg Fire Paramedic Service responded to 121.30 medical incidents for every 1,000 citizens. Winnipeg's responses per 1,000 population is comparable with the average among this group of cities.

Efficiency Measurement

Emergency Medical Service Total Cost per Patient Transported (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	$1,056.36	$1,154.96	$1,052.50	$1,158.14	$1,127.78

Source: Municipal Benchmarking Network Canada (EMDS321T)

Winnipeg's integrated fire paramedic service delivery model accounts for the marked differences from other municipalities. Winnipeg's cost per patient transported is lower than the average among this group of cities.

Medical Response

Contributing Department

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	17.221	16.455	17.382	15.740	17.224	
Provincial funding (service specific)	50.858	48.688	49.899	51.520	52.618	
Revenues	**68.079**	**65.143**	**67.281**	**67.260**	**69.842**	**1**
Salaries and benefits	54.598	50.779	52.597	53.251	54.597	
Services	4.803	6.599	5.716	5.147	5.465	
Materials, parts and supplies	2.836	2.368	2.948	2.738	3.100	
Assets and purchases	0.362	0.417	0.426	0.400	0.504	
Grants, transfers and other	3.961	3.608	3.603	3.494	3.818	
Recoveries	(0.783)	(1.131)	(0.256)	(0.117)	(0.131)	
Operating expenses	**65.777**	**62.640**	**65.033**	**64.912**	**67.354**	
Transfer to Capital	0.029	-	-	-	-	
Transfer to Capital - Shared Health	1.020	1.529	0.994	0.721	0.586	
Debt and finance charges	1.253	0.974	1.253	1.627	1.902	
Total Expenses	**68.079**	**65.143**	**67.281**	**67.260**	**69.842**	**2**
Mill Rate Support/(Contribution)	**-**	**-**	**-**	**-**	**-**	
Full-time Equivalent Positions	**450**	**411**	**422**	**417**	**419**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in Shared Health grant	0.858
Increase in ambulance service revenue	1.483
Increase in provincial grants	0.240
	2.581

2 Expenses

Increase in salaries and benefits	1.346
Increase in bad debt charges	0.300
Increase in provincial vehicle operating cost (value-in-kind)	0.240
Increase in debt and finance charges	0.275
Miscellaneous adjustments	0.421
	2.582

Full-time Equivalent Positions

Increase of 2 FTE due to refinement of the service based view - offset with the Fire and Rescue Response service area and addition of 1 FTE within Service Quality for Next Generation 911.

Medical Response

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Emergency Ambulance	Revenue	53.468	52.959	54.599	54.710	57.085
	Operating expenses	52.448	51.430	53.605	53.989	56.499
	Transfer to Capital	1.020	1.529	0.994	0.721	0.586
		-	-	-	-	-
Medical Transfers	Revenue	11.769	9.172	9.571	9.451	9.861
	Operating expenses	11.769	9.172	9.571	9.451	9.861
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Community Paramedicine	Revenue	2.842	3.012	3.111	3.098	2.896
	Operating expenses	2.842	3.012	3.111	3.098	2.896
	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

Economic Prosperity (*EP*) Environmental Resilience (*ER*) Good Health and Well-Being (*HW*) Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Prepare and test plans and strategies for new and emerging health risks and hazards				
OEM Notifications and Threat Assessments [A]	7	9	20	20
EOC / Multiple Department Activation [B]	2	5	5	3
EOC Days Activated [B]	332	365	160	12
OEM Exercises (internal and with stakeholders)	3	2	5	5
Citizen Satisfaction with Level of City Preparedness, Ability to Respond, and Assist Residents (Natural and Human-Caused Disasters) [F]	90%	81%	74%	90%
Goal 2: Provide emergency management education and training to staff, partnering agencies, and the general community				
OEM Presentations/Consultations Delivered [D]	3	13	25	40
OEM Disaster Management Training Sessions Delivered [E]	2	3	8	12
OEM Individuals Trained [E]	78	50	60	60
Number of City Staff Trained to Work within the Emergency Operation Centre (EOC)	30	30	30	30
Number of Mock or Real Emergency Responses (Operational Days only) [G]	332	365		
Office of Emergency Management (OEM) Operating Cost per Capita [C] [G]	$1.78	$1.74		

[A] Emergency Operations centre in operation consistently beginning in March 2020 due to the Coronavirus (COVID-19) pandemic.

[B] 2022 Targets include 2022 Flooding and COVID Activations.

[C] Refer to historical data on the following page.

[D] Includes number of Ready Winnipeg Courses held.

[E] Comprised of both City staff and external organizations with a role within the City's EOC.

[F] 2022 is the actual result of the citizen satisfaction survey.

[G] WFPS is not providing Target Values for this Measure at this time.

Emergency Management

Performance Measurements

Efficiency Measurement

Office of Emergency Management (OEM) Operating Cost per Capita

	2017	2018	2019	2020	2021
Wpg. Trend	$0.37	$1.36	$1.18	$1.78	$1.74

Emergency Management

Contributing Department

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.001	-	-	-	-	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.001**	**-**	**-**	**-**	**-**	**1**
Salaries and benefits	1.071	1.023	1.030	1.056	1.094	
Services	0.038	0.264	0.080	0.217	0.214	
Materials, parts, and supplies	0.027	0.020	0.020	0.016	0.016	
Assets and purchases	0.006	0.018	0.019	0.019	0.019	
Grants, transfers and other	0.097	0.095	0.095	0.095	0.095	
Recoveries	(0.015)	-	-	-	-	
Operating expenses	**1.225**	**1.421**	**1.244**	**1.403**	**1.439**	
Transfer to Capital	0.142	-	0.142	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**1.368**	**1.421**	**1.386**	**1.403**	**1.439**	**2**
Mill Rate Support/(Contribution)	**1.366**	**1.420**	**1.386**	**1.402**	**1.439**	
Full-time Equivalent Positions	**10**	**9**	**9**	**9**	**9**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Miscellaneous adjustments	(0.036)
	(0.036)

Recreation

Description

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

Key services include arenas, aquatic services, recreation services, and others - refer to Appendix 9 for the full listing of services.

OurWinnipeg

 Economic Prosperity (*EP*)
 Good Health and Well-Being (*HW*)
 Leadership and Good Governance (*LG*)
 Social Equity (*SE*)

Performance Reporting [A]

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Directly provide recreation programs and services that reflect the diverse needs and interests of the community				
Citizen Satisfaction with City-Operated Recreation Programs [B]	87%	83%	82%	85%
Citizen Satisfaction with the Condition of Recreation Facilities [B]	86%	75%	77%	85%
Total Number of Registered Programs Delivered	5,454	4,465	8,240	12,016
Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population [C]	2.7%	4.0%	4.0%	5.0%
Utilization Rate for Directly Provided Registered Programs [C] [D]	84.6%	94.0%	90.0%	90.0%
% of Overall Registered Programming Capacity Delivered Outdoors	5.2%	11.3%	10.0%	10.0%
Annual Number of Unique Users for Membership Products	7,901	10,715	11,786	12,965
Goal 2: Provide opportunities that reduce barriers to participation and help ensure equitable access to recreation programs and services, especially in geographic areas of higher poverty				
Number of Registered Course Subsidies Issued [E]	1,348	1,068	1,795	2,413
Number of Membership Subsidies Issued	2,428	2,917	4,708	6,500
Number of Hours of Free Programs and Services at Arenas, Indoor & Outdoor Pools, Recreation & Leisure Centres, Spray Pads, Wading Pools and Third Party Facilities	48,718	53,564	58,920	76,500
% of Overall Free Program and Service Capacity Delivered in Geographic Areas of Higher Poverty [F]	70.4%	71.0%	71.0%	71.0%
Goal 3: Support the development of physical literacy and other skills through targeted programs and services				
Utilization Rate for Preschool, Children and Youth Registered Programs [D]	92.1%	94.5%	90.0%	90.0%
Utilization Rate for Older Adult Registered Programs [D]	71.5%	87.8%	90.0%	90.0%
Utilization Rate for Learn to Swim Registered Programs [D]	85.1%	91.5%	90.0%	90.0%
Utilization Rate for Learn to Skate Registered Programs [D]	94.9%	94.0%	90.0%	90.0%

Recreation

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 4: Leverage resources, directly and through support for work of other service providers, to increase community capacity				
Number of Recreation Grants Administered	7	7	7	7
Value of Recreation Grants Administered	$2,109,993	$2,119,993	$2,109,993	$2,109,993
Total Funding Provided to Community Centres [G]	$8,087,181	$8,568,461	$8,450,000	$8,488,000
% of Facility Permits Receiving Fee Waivers [H]	36.1%	12.3%	21.0%	21.0%

[A] For 2020 and 2021, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders. 2022/2023 targets reflect the ongoing restoration of service towards pre-pandemic levels.

[B] 2022 is the actual result of the citizen satisfaction survey.

[C] Refer to benchmarking / comparison data on the following page.

[D] Utilization rate equals program enrollment divided by program capacity.

[E] Changes to course subsidy program occurred in Spring 2020 which resulted in each subsidy credit being counted. Prior to Spring 2020, each registered subsidy course was counted.

[F] Free programming in geographic areas of higher poverty includes programming delivered inside the higher poverty areas and within the 1000m buffer zone surrounding these areas.

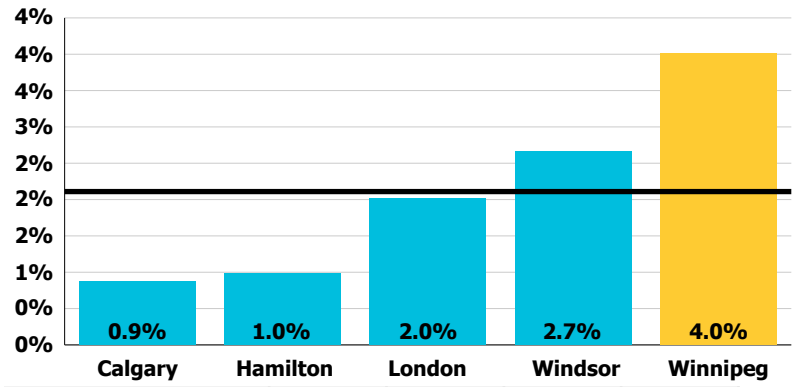
[G] Includes Universal Funding Formula operating grants paid and Community Centre Renovation Grants awarded to community centres. Targets are multi-year budget values from the 2022 Budget.

[H] In 2020, recreation and leisure facilities provided more fee waivers than usual to social service agencies in need of space as part of the City's response to the COVID-19 pandemic. In 2021, recreation and leisure facilities were closed for a large portion of the year.

Recreation

Efficiency Measurements

Annual Number of Unique Users for Directly Provided Registered Programs as a Percent of Population (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	4.6%	4.7%	4.9%	2.7%	4.0%

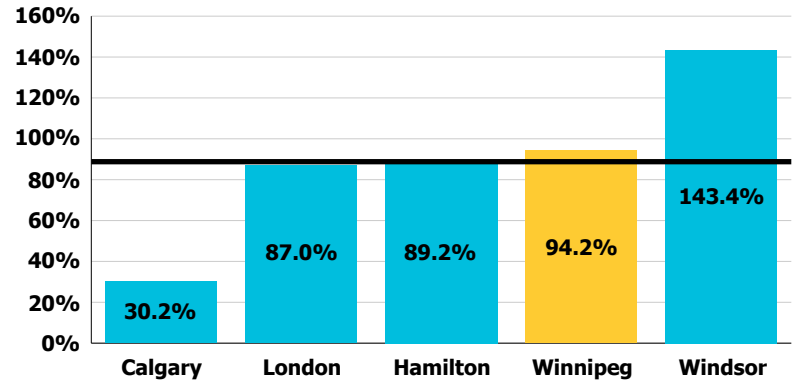
Source: Municipal Benchmarking Network Canada (SREC140)

This measure covers only the City-operated registered component of sports and recreation users, and does not include the City-operated non-registered programs and private service provider programs. Program interest and user fees may influence registration.

In 2020, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders. 2021 result reflects the beginning of a return to pre-pandemic demand levels.

The average of the comparable cities reported is 2.1%.

Utilization Rate for Directly Provided Registered Programs (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	76.4%	78.1%	80.6%	84.6%	94.2%

Source: Municipal Benchmarking Network Canada (SREC410)

This measure shows utilization rate for registered programs delivered by municipal staff. Utilization equals enrollment divided by capacity.

In 2020, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders. For 2021, the overall number of registered programs and capacity was less than 2020 as a result of COVID-19 public health orders, while demand remained strong.

The average of the comparable cities reported is 88.8%.

Recreation

Contributing Department

Community Services 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service Revenue	4.800	13.108	8.450	10.687	12.913	
Provincial funding (service specific)	0.697	0.700	0.700	0.700	0.700	
Revenues	**5.497**	**13.808**	**9.150**	**11.387**	**13.613**	**1**
Salaries and benefits	16.523	22.648	22.740	22.802	22.668	
Services	1.209	2.902	2.729	2.724	2.469	
Materials, parts, and supplies	0.296	0.489	0.560	0.522	0.512	
Assets and purchases	0.046	0.049	0.052	0.046	0.054	
Grants, transfers and other	28.736	31.252	33.420	32.877	32.866	
Recoveries	(0.655)	(0.591)	(0.609)	(0.101)	(0.101)	
Operating expenses	**46.155**	**56.748**	**58.892**	**58.870**	**58.469**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	0.778	0.476	0.758	0.799	1.633	
Total Expenses	**46.933**	**57.224**	**59.650**	**59.669**	**60.101**	**2**
Mill Rate Support/(Contribution)	**41.435**	**43.416**	**50.501**	**48.282**	**46.489**	
Full-time Equivalent Positions	**267**	**378**	**376**	**370**	**356**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase revenue to re-establish budgets in 2023 for reductions in 2022 related to the impacts of the COVID-19 pandemic	2.588
Decrease in revenue due to staffing shortages impacting recreational programing	(0.220)
Decrease in revenue due to the closure of Cindy Klassen Recreation Centre pool for the first quarter of 2023 for repairs	(0.095)
Decrease in facility and leisure guide advertising revenue	(0.055)
Miscellaneous adjustments	0.008
	2.226

2 Expenses

Increase in debt and finance charges	0.834
Increase in Universal Funding Formula grants to community centres	0.291
Increase in accommodation charges	0.126
Decrease in building services charges	(0.216)
Decrease grant to General Council of Winnipeg Community Centers (GCWCC) Programming Grant Component by 50% in 2023 only	(0.215)
Decrease in non-professional services due to challenges engaging independent contracted program leaders for delivery of recreation programs	(0.188)
Decrease in salaries and benefits	(0.134)
Miscellaneous adjustments	(0.066)
	0.432

Recreation

Full-time Equivalent Positions

Decrease of 14 FTEs due to Cindy Klassen Recreation Centre pool closure for maintenance (4 FTEs) and a reduction to reflect position vacancies due to current labour market conditions (10 FTEs).

Note: 2021 actual FTEs reflect the continued impact of the COVID-19 pandemic.

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Aquatic Services	Revenue	2.405	6.973	4.188	5.038	6.497
	Operating expenses	24.842	30.233	30.931	31.670	31.297
	Transfer to Capital	-	-	-	-	-
		22.436	23.260	26.743	26.632	24.799
Recreation Services	Revenue	1.216	3.900	2.333	3.232	3.830
	Operating expenses	8.284	11.535	11.942	12.098	12.569
	Transfer to Capital	-	-	-	-	-
		7.069	7.635	9.609	8.867	8.739
Arenas	Revenue	1.431	2.514	2.206	2.696	2.863
	Operating expenses	4.047	4.843	6.332	5.181	5.572
	Transfer to Capital	-	-	-	-	-
		2.616	2.329	4.126	2.485	2.709
Community Centres	Revenue	0.445	0.422	0.422	0.422	0.422
	Operating expenses	9.759	10.613	10.446	10.720	10.664
	Transfer to Capital	-	-	-	-	-
		9.314	10.191	10.024	10.298	10.242
Mill Rate Support/(Contribution)		**41.435**	**43.416**	**50.501**	**48.282**	**46.489**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	21.060	10.624	31.684

Parks and Urban Forestry

Description

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

Key services include park grass maintenance, park amenity maintenance, athletic field maintenance, and others - refer to Appendix 9 for the full listing of services.

OurWinnipeg

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Maintain and improve parks, athletic fields, playgrounds and related amenities to meet community leisure needs and interests				
Total parks and open spaces (ha) [A]	3,577	3,551	3,573	3,594
Total maintained parks, boulevards and athletic field turf (ha)	2,630	2,681	2,698	2,714
Annual cost per hectare to mow park and boulevard areas [B]	$2,947	$3,192	$3,192	$3,192
Park pathways/walkways maintained (km) [A]	342	349	356	363
Number of athletic fields in parks and open spaces [A]	668	677	680	680
Number of playground sites in parks and open spaces [A]	524	544	545	545
Playgrounds in fair or better condition (%)	95%	96%	96%	96%
Citizen satisfaction with condition of major parks (e.g. St. Vital or Kildonan) (respondents who have used major parks) [C] [D]	97%	89%	90%	90%
Citizen satisfaction with condition of local parks in your neighbourhood [C] [D]	91%	81%	79%	79%
Goal 2: Provide natural environment and conservation education				
Number of environmental program participants [E]	1,167	868	4,439	4,439
Goal 3: Preserve and enhance natural areas across the City park and open space system				
Number of ecologically significant natural areas	467	486	486	486
Goal 4: Protect and enhance the urban forest through effective tree care practices and replacement planting				
Trees replaced after removal (%)	19%	37%	28%	28%
Tree pruning cycle (1 in X years)	31	26	26	26
Number of boulevard and park trees	294,444	289,841	301,882	301,882
Number of trees planted	1,387	2,837	2,104	2,104
Number of Dutch Elm Disease (DED) trees removed (parks and open spaces/private, other properties)	10,315	8,043	9,455	9,455
Number of non-DED trees removed (parks and open spaces)	3,594	4,595	4,095	4,095
Number of trees pruned	9,363	11,006	12,350	12,350

Parks and Urban Forestry

[A] Inventory excludes Assiniboine Park.

[B] These costs vary from year to year dependent upon weather conditions and their impact on growth rates and corresponding mow frequencies.

[C] Refer to comparison data on the following page.

[D] 2022 is the actual result of the citizen satisfaction survey.

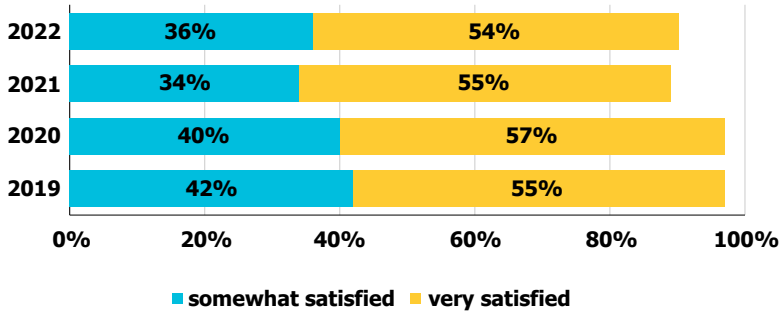
[E] Number of participants in 2020 and 2021 are lower than typical as a result of the COVID-19 pandemic, but it is anticipated that the number of participants will increase in future years.

Parks and Urban Forestry

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Condition of Major Parks (e.g. St. Vital or Kildonan) (respondents who have used major parks)

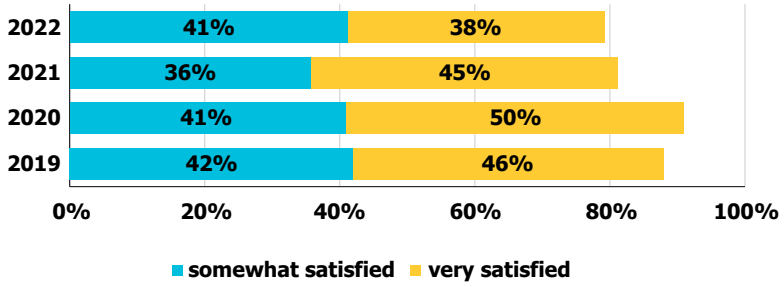


90% of citizens who have used the City's major parks were either somewhat satisfied or very satisfied in 2022. This is a significant decrease from pre-pandemic data which may correlate to a sharp increase in park usage throughout 2020 and 2021 as a result of the COVID-19 pandemic.

	2019	2020	2021	2022
Total Satisfied	97%	97%	89%	90%

Source: City of Winnipeg Annual Citizen Survey

Citizen Satisfaction with Condition of Local Parks in Your Neighbourhood



79% of respondents were somewhat satisfied or very satisfied with the condition of local parks in their neighbourhoods in 2022. This is a significant decrease from pre-pandemic data which may correlate to a sharp increase in park usage throughout 2020 and 2021 as a result of the COVID-19 pandemic.

	2019	2020	2021	2022
Total Satisfied	88%	91%	81%	79%

Source: City of Winnipeg Annual Citizen Survey

Parks and Urban Forestry

Contributing Departments

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

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.678	0.687	0.700	0.635	0.651	
Provincial funding (service specific)	1.002	1.005	1.005	1.000	1.000	
Revenue	**1.679**	**1.692**	**1.705**	**1.635**	**1.651**	**1**
Salaries and benefits	20.693	21.633	21.821	21.946	22.687	
Services	11.343	10.521	11.370	13.350	13.412	
Materials, parts, and supplies	3.359	2.940	2.976	2.946	3.216	
Assets and purchases	0.102	0.034	0.033	0.033	0.037	
Grants, transfers and other	3.564	3.523	3.618	3.626	3.645	
Recoveries	(2.821)	(2.277)	(2.241)	(2.241)	(2.260)	
Operating expenses	**36.239**	**36.374**	**37.577**	**39.660**	**40.737**	
Transfer to Capital	0.304	3.157	-	0.014	3.600	
Debt and finance charges	0.045	0.440	0.602	0.821	1.133	
Total Expenses	**36.588**	**39.971**	**38.180**	**40.494**	**45.471**	**2**
Mill Rate Support/(Contribution)	**34.909**	**38.279**	**36.475**	**38.859**	**43.819**	
Full-time Equivalent Positions	**305**	**311**	**310**	**307**	**307**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in service revenue mainly due to inflationary increase to Fees and Charges	0.016
	0.016

2 Expenses

Transfer to Capital	3.586
Increase in salaries and benefits	0.741
Increase in fuel costs mainly due to fuel price increase	0.344
Increase in debt and finance charges	0.312
Increase in fleet operating and capital lease costs	0.074
Reduction in internal landfill tipping fees	(0.058)
Miscellaneous adjustments	(0.022)
	4.977

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Park Grass Maintenance	Revenue	0.024	0.021	0.021	-	-
	Operating expenses	7.559	7.962	8.004	8.043	8.188
	Transfer to Capital	-	-	-	-	-
		7.535	7.941	7.983	8.043	8.188
Park Amenity Maintenance	Revenue	0.312	0.042	0.042	0.038	0.038
	Operating expenses	3.625	3.992	4.042	4.133	4.326
	Transfer to Capital	0.107	0.732	-	-	-
		3.420	4.682	4.000	4.096	4.288
Athletic Field Maintenance	Revenue	0.158	0.424	0.435	0.443	0.456
	Operating expenses	2.662	2.858	2.872	2.901	2.982
	Transfer to Capital	0.008	-	-	-	-
		2.511	2.433	2.437	2.458	2.527
Park Pathway Maintenance	Revenue	0.001	0.001	0.001	-	-
	Operating expenses	0.202	0.290	0.292	0.292	0.299
	Transfer to Capital	0.006	-	-	-	-
		0.206	0.289	0.291	0.292	0.299
Park Planning/Development	Revenue	0.015	0.021	0.021	0.019	0.019
	Operating expenses	3.022	2.842	2.862	2.827	3.061
	Transfer to Capital	0.025	0.683	-	0.014	-
		3.032	3.504	2.840	2.822	3.042
Tree Planting	Revenue	0.006	0.002	0.002	-	-
	Operating expenses	2.455	1.764	2.238	3.260	3.474
	Transfer to Capital	0.029	0.050	-	-	1.800
		2.478	1.812	2.235	3.260	5.275
Tree Pruning & Removal	Revenue	0.023	0.015	0.015	-	-
	Operating expenses	5.358	4.597	5.043	6.190	6.491
	Transfer to Capital	0.024	0.190	-	-	1.800
		5.360	4.773	5.028	6.190	8.291
Dutch Elm Disease Control	Revenue	1.013	1.011	1.011	1.000	1.000
	Operating expenses	4.481	5.692	5.961	5.994	5.945
	Transfer to Capital	0.024	0.769	-	-	-
		3.493	5.450	4.950	4.994	4.945
Weed Control	Revenue	0.096	0.096	0.098	0.096	0.099
	Operating expenses	0.824	0.964	0.969	0.939	0.967
	Transfer to Capital	-	-	-	-	-
		0.729	0.869	0.871	0.843	0.868

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Natural Areas Management	Revenue	0.011	0.042	0.042	0.039	0.039
	Operating expenses	0.922	0.964	0.977	0.982	1.021
	Transfer to Capital	-	-	-	-	-
		0.912	0.923	0.936	0.943	0.982
Playground Management	Revenue	0.005	0.004	0.004	-	-
	Operating expenses	0.573	0.881	0.886	0.914	1.031
	Transfer to Capital	0.081	0.732	-	-	-
		0.649	1.609	0.883	0.914	1.031
Winter Amenity Maintenance	Revenue	0.006	0.005	0.005	-	-
	Operating expenses	1.235	1.299	1.306	1.298	1.334
	Transfer to Capital	-	-	-	-	-
		1.230	1.294	1.302	1.298	1.334
Boulevard Maintenance	Revenue	0.011	0.008	0.008	-	-
	Operating expenses	3.367	2.709	2.728	2.707	2.750
	Transfer to Capital	-	-	-	-	-
		3.356	2.701	2.720	2.707	2.750
Mill Rate Support/(Contribution)		**34.909**	**38.279**	**36.475**	**38.859**	**43.819**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Land Dedication Reserve	9.047	10.881	12.378	12.639
- Transformative Reserve Fund	-	-	-	-

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	16.514	70.430	86.944

Community Liveability

Description

Through outreach, promotion, prevention, protection, and regulatory services, support the development of a healthy community.

Key services include community by-law enforcement, vacant building enforcement, community development, and others - refer to Appendix 9 for the full listing of services.

OurWinnipeg

Economic Prosperity (*EP*) | Good Health and Well-Being (*HW*) | Leadership and Good Governance (*LG*) | Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Continue to increase efficiencies when enforcing by-laws that improve neighbourhood liveability and enhance quality of life in the community				
Citizen Satisfaction with Efforts to Ensure Residential Property Standards are Met Through Inspections [A]	70%	72%	65%	70%
By-Law Enforcement Operating Cost for Noise, Property Standards, Yard Maintenance and Zoning By-Laws per 100,000 Population [B]	$457,332	$489,846	$512,386	$504,722
Average Number of Working Days to Respond to All Public Requests for Service	9	11	13	13
Average Number of Inspections to Resolve a Compliance Order	1.41	1.23	1.50	1.45
Number of Business Licenses Issued [C]	817	825	900	1,325
Goal 2: Encourage vacant property owners to restore and reoccupy those buildings through the enforcement of the Vacant Building By-law				
Number of Vacant Buildings as at January 1	593	543	536	536
Number of Vacant Buildings Added to List During the Year	248	254	262	268
Number of Vacant Buildings Removed from List During the Year	298	237	258	262
% of Buildings Removed Due to Re-Occupancy	68%	65%	65%	64%
Number of Annual Schedule A Inspections Completed	461	432	399	424
Number of Empty Building Fees Issued [D]		116	128	140
Goal 3: Use a community development approach to work collaboratively with community partners, City departments, and other levels of government to develop, implement, maintain, and evaluate City and community initiatives, services, and programs				
Number of Organizations/Networks/Working Groups Engaged With	115	222	200	200
Number of Individuals Consulted/Engaged to Inform Programs/Policies/Initiatives	375	871	500	500
Number of Community Groups Collaborating on Projects/Initiatives	98	153	150	150

Community Liveability

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 4: Provide crisis support services to residents through the provision of Emergency Social Services (ESS) and Community Crisis Services				
Number of Emergencies Responded to	17	41	50	60
Number of Individuals Supported by ESS	297	260	300	350
Number of Individuals Provided Temporary Accommodations Through ESS	147	248	280	300
Number of Individuals Supported by Community Crisis Workers	306	337	400	450
Number of Individuals Referred to Other Services by Community Crisis Workers	414	450	500	550
Goal 5: Use a community development approach to administer City of Winnipeg Community Grant Programs				
Number of Community Grants Administered [E]	23	26	27	27
Value of Community Grants Administered [E]	$1,437,570	$1,849,594	$1,996,570	$1,996,570
Number of Individuals Consulted/Engaged to Inform Administration of Grant Programs	483	276	200	350

[A] 2022 is the actual result of the citizen satisfaction survey.

[B] Refer to benchmarking / comparison data on the following page.

[C] Forecasted increase in 2022/23 based on the introduction of new licenses: Council-approved Designated Growers License (effective September 2022) and Short-Term Rental License (proposed to be implemented in 2023).

[D] This fee became collectable in 2020 but a billing system was not activated until March 2021.

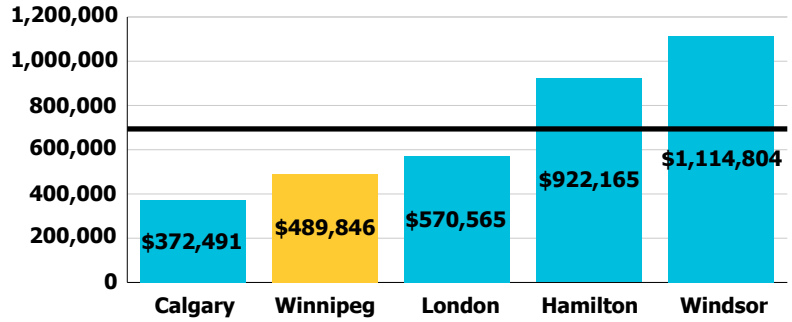
[E] Excludes CIGP. Targets are multi-year budget values from 2022 Budget.

Community Liveability

Performance Measurements

Efficiency Measurement

By-Law Enforcement Operating Cost for Noise, Property Standards, Yard Maintenance and Zoning By-Laws per 100,000 Population (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	$449,359	$411,051	$474,063	$457,332	$489,846

Source: Municipal Benchmarking Network Canada (BYLW273)

Noise refers to mechanical noise only.

The average of the comparable cities reported is $693,974.

Community Liveability

Contributing Departments

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

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	2.088	1.228	1.221	1.323	1.570	
Provincial funding (service specific)	0.001	-	-	-	-	
Revenues	**2.089**	**1.228**	**1.221**	**1.323**	**1.570**	**1**
Salaries and benefits	4.648	4.690	4.861	5.168	5.477	
Services	1.064	0.922	1.005	1.695	1.101	
Materials, parts, and supplies	0.072	0.073	0.071	0.080	0.079	
Assets and purchases	0.015	0.025	0.017	0.013	0.015	
Grants, transfers and other	2.379	2.175	2.081	2.238	4.026	
Recoveries	(0.645)	(0.493)	(0.580)	(0.648)	(0.638)	
Operating expenses	**7.534**	**7.393**	**7.455**	**8.546**	**10.059**	
Transfer to Capital	-	1.155	-	-	-	
Debt and finance charges	0.229	0.324	0.249	0.307	0.491	
Total Expenses	**7.763**	**8.872**	**7.703**	**8.853**	**10.550**	**2**
Mill Rate Support/(Contribution)	**5.674**	**7.644**	**6.482**	**7.530**	**8.980**	
Full-time Equivalent Positions	**60**	**56**	**57**	**60**	**60**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in General License Revenue	0.107
Increase in Regulation Fees Revenue	0.140
	0.247

2 Expenses

Accelerate support for alternative shelter spaces, related housing and street safety initiatives	1.000
Increase in salaries and benefits	0.309
Continue funding for Downtown Community Safety Partnership	0.250
Increase in debt and finance charges	0.184
Miscellaneous adjustments	(0.046)
	1.697

Community Liveability

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Vacant Building Enforcement	Revenue	0.783	0.335	0.335	0.440	0.470
	Operating expenses	0.884	0.779	0.876	0.895	0.948
	Transfer to Capital	-	-	-	-	-
		0.101	0.444	0.541	0.455	0.478
Community By-law Enforcement	Revenue	1.148	0.800	0.794	0.788	1.005
	Operating expenses	2.763	3.199	3.071	3.131	3.277
	Transfer to Capital	-	-	-	-	-
		1.614	2.399	2.277	2.344	2.272
Bicycle Recovery	Revenue	0.119	0.092	0.092	0.095	0.095
	Operating expenses	0.238	0.237	0.239	0.241	0.249
	Transfer to Capital	-	-	-	-	-
		0.119	0.145	0.147	0.146	0.154
Community Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.251	0.230	0.251	0.274	0.295
	Transfer to Capital	-	-	-	-	-
		0.251	0.230	0.251	0.274	0.295
Community Grants	Revenue	0.001	-	-	-	-
	Operating expenses	1.956	1.548	1.572	1.673	3.579
	Transfer to Capital	-	-	-	-	-
		1.955	1.548	1.572	1.673	3.579
Community Development	Revenue	0.038	-	-	-	-
	Operating expenses	1.671	1.723	1.695	2.639	2.203
	Transfer to Capital	-	1.155	-	-	-
		1.633	2.878	1.695	2.639	2.203
Mill Rate Support/(Contribution)		**5.674**	**7.644**	**6.482**	**7.530**	**8.980**

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 facilities, collections, programming, and technology.

OurWinnipeg

Economic Prosperity (*EP*) | Good Health and Well-Being (*HW*) | Leadership and Good Governance (*LG*) | Social Equity (*SE*)

Performance Reporting [A]

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Advance digital literacy by providing relevant programs and services				
Equipment Help and Tech Information Questions Answered [B]	15,250	9,440	20,000	35,000
Number of Computer Bookings	54,542	28,439	78,000	108,000
Digital Library Usage [C]	1,304,847	1,252,378	1,300,000	1,350,000
Goal 2: Support the development of literacy skills in children and youth through targeted materials, services and programs				
Number of Children's/Youth Programs	775	124	1,000	2,000
Attendance at Children's/Youth Programs	18,822	3,651	15,000	30,000
Children's/Youth Summer Reading Club Registration [D]		15,071	12,000	14,000
Children's/Young Adult Circulation [E]	644,950	1,053,787	1,100,000	1,200,000
Goal 3: Provide material that reflects the diverse needs and interests of the community				
Citizen Satisfaction with Libraries (Respondents Who Used Libraries) [F] [G]	91%	93%	87%	90%
Annual Library Uses per Capita (Non-Electronic) [G]	3.0	4.2	6.4	7.5
Annual Library Uses per Capita (Electronic) [G]	16.0	18.4	17.9	17.6
Material Expenditures per Capita (General) [G]	$2.36	$1.93	$2.11	$1.82
Material Expenditures per Capita (Electronic) [G]	$2.01	$1.86	$1.58	$1.43
Number of Items Circulated	2,735,944	3,622,407	3,800,000	4,000,000
Goal 4: Increase awareness of the library and its benefits				
Number of Visits to Library Website	12,297,085	12,234,673	12,600,000	13,000,000
Number of Information Questions Answered [H]	55,734	75,015	115,000	160,000
Gate Count	804,183	622,344	1,100,000	1,500,000
Active Memberships [I]	103,024	73,750	80,000	85,000
Number of New Memberships	7,786	9,467	12,000	15,000
Goal 5: Expand the impact of the library through partnerships and community outreach				
Number of Off-Site Activities/Programs (School Visits, Community Events, etc.)	81	44	60	100
Attendance at Off-Site Activities/Programs (School Visits, Community Events, etc.)	2,673	1,015	1,500	2,500
Community Connections Gate Count [J]			10,000	16,000
Community Crisis Workers' Client Visit Count [K]	387	385	1,800	2,000

Libraries

[A] For 2020 and 2021, services were significantly impacted by COVID-19 pandemic-related closures and reduced hours. 2022/2023 targets reflect the ongoing restoration of service towards pre-pandemic levels.

[B] Assistance related to computer hardware, printers, scanners, self-check out units and assistance with computer software, E-book readers, social media, online documents.

[C] Includes use of downloadable books, magazines, newspapers and streaming music, movies, TV shows.

[D] 2020 TD Summer Reading Club Reading Kits were not distributed, online activities only. 2021 statistic reflects bulk distribution of kits to schools and community groups due to library branch closures.

[E] Does not include digital materials.

[F] 2022 is the actual result of the citizen satisfaction survey.

[G] Refer to benchmarking / comparison data on the following page.

[H] Includes questions asked in-person, online, by phone and by referral from 311.

[I] Active membership defined as at least one use of card in past two years. Increase in 2020 reflects the timing of annual library card registration cleanup.

[J] Community Connections is a newly developed space in the lobby of Millennium Library, delivering support services to vulnerable people. Opened April 2022.

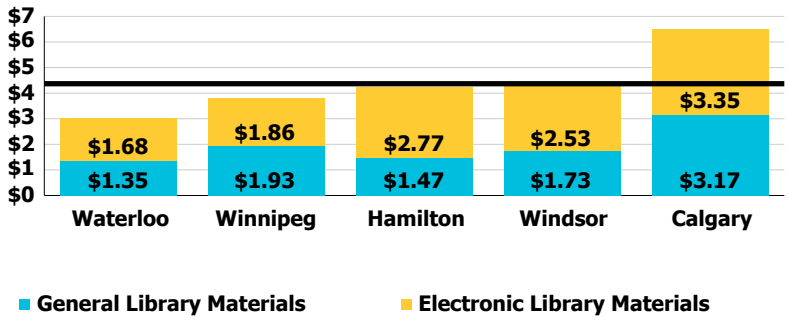
[K] Forecasted increase in 2022/2023 due to additional Community Crisis Worker hired mid-2022.

Libraries

Performance Measurements

Effectiveness Measurements

Material Expenditures per Capita (2021)



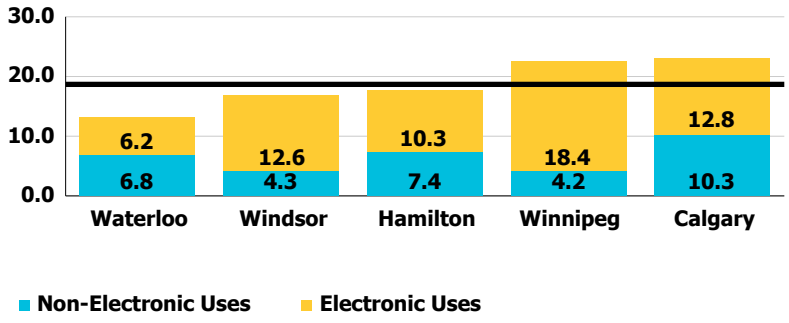
In 2020, a significant portion of the budget was reallocated to online resources due to COVID-19 pandemic-related closures and restrictions limiting borrowing. 2021 result reflects reduced budget.

The average combined general and electronic library materials expenditures for the comparable cities reported is $4.37.

Wpg. Trend	2017	2018	2019	2020	2021
General Library Materials	$3.21	$3.23	$2.99	$2.36	$1.93
Electronic Library Materials	$1.19	$1.10	$1.27	$2.01	$1.86

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

Annual Library Uses per Capita (2021)



Non-electronic uses decreased due to COVID-19 pandemic-related library closures and reduced hours, which meant a reduction in in-house use of materials as well as in-person borrowing. Electronic uses saw less of a decrease since the digital library is accessible 24/7 from home.

2021 result reflects libraries reopening more hours and allowing in person visits, with gradual resumption of services.

The average combined electronic and non-electronic library uses per capita for the comparable cities reported is 18.7.

Wpg. Trend	2017	2018	2019	2020	2021
Electronic Uses	18.10	17.90	22.60	16.00	18.39
Non-Electronic Uses	11.00	10.40	9.90	3.00	4.20

Source: Municipal Benchmarking Network Canada (PLIB106, PLIB107)

Libraries

Contributing Department

Community Services 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.200	0.918	0.258	0.258	0.258	
Provincial funding (service specific)	2.073	2.054	2.054	2.054	2.054	
Revenues	**2.274**	**2.972**	**2.312**	**2.312**	**2.312**	**1**
Salaries and benefits	15.078	17.778	17.822	17.982	18.120	
Services	0.747	1.172	1.149	1.157	1.149	
Materials, parts, and supplies	0.284	0.296	0.305	0.327	0.343	
Assets and purchases	2.949	3.173	2.806	2.792	2.659	
Grants, transfers and other	8.884	8.643	8.881	8.953	8.959	
Recoveries	(0.188)	(0.203)	(0.213)	(0.071)	(0.072)	
Operating expenses	**27.753**	**30.860**	**30.749**	**31.140**	**31.159**	
Transfer to Capital	-	-	-	-	0.075	
Debt and finance charges	1.088	1.070	1.088	1.122	1.193	
Total Expenses	**28.842**	**31.930**	**31.838**	**32.262**	**32.427**	**2**
Mill Rate Support/(Contribution)	**26.568**	**28.958**	**29.526**	**29.950**	**30.115**	
Full-time Equivalent Positions	**222**	**275**	**270**	**267**	**256**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.138
Transfer to capital for Millennium Library	0.075
Increase in debt and finance charges	0.071
Increase in funding for Millennium Library safety audit	0.025
Decrease in library materials	(0.144)
	0.165

Full-time Equivalent Positions

Decrease of 11 FTEs due to vacant temporary Library Shelvers and refinement of service based view (6 FTEs) and a reduction to reflect position vacancies due to current labour market conditions (5 FTEs).

Note: 2021 actual FTEs reflect the continued impact of the COVID-19 pandemic.

Libraries

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Library Circulation	Revenue	1.340	1.782	1.386	1.386	1.386
	Operating expenses	16.933	19.139	18.937	19.136	19.059
	Transfer to Capital	-	-	-	-	0.026
		15.593	17.356	17.551	17.750	17.698
Library Information	Revenue	0.570	0.743	0.578	0.578	0.578
	Operating expenses	7.873	8.427	8.508	8.650	8.664
	Transfer to Capital	-	-	-	-	0.025
		7.303	7.684	7.930	8.072	8.111
Children's Library	Revenue	0.364	0.446	0.347	0.347	0.347
	Operating expenses	4.036	4.364	4.393	4.475	4.629
	Transfer to Capital	-	-	-	-	0.025
		3.672	3.918	4.045	4.128	4.306
Mill Rate Support/(Contribution)		**26.568**	**28.958**	**29.526**	**29.950**	**30.115**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.425	4.700	5.125

Arts, Entertainment, and Culture

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.

Key services include arts, entertainment & culture grants and events, museums and, Assiniboine Park Conservancy grants.

OurWinnipeg

 Economic Prosperity (*EP*)
 Good Health and Well-Being (*HW*)
 Leadership and Good Governance (*LG*)
 Social Equity (*SE*)

Performance Reporting [A]

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: 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				
Visitors Attending Festivals [A] [B]	290,890	825,720	800,000	800,000
Visitors Attending Cultural Events [A] [B]	1,403,210	1,473,287	2,000,000	2,000,000
Manitoba Value in Film Industry [A] [C]	$261.5 million	$171.9 million	$250 million	$250 million
Special Events Held in Winnipeg [A]	45	48	400	400
Number of Full Length Feature Films Filmed in Winnipeg [A]	31	16	45	45
Citizen Satisfaction with City's Support for Arts, Entertainment & Culture [A] [D]	85%	82%	82%	82%

[A] In 2020 and 2021, 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 & Music. Represents film and television production activity reported as of fiscal year ending March 31.

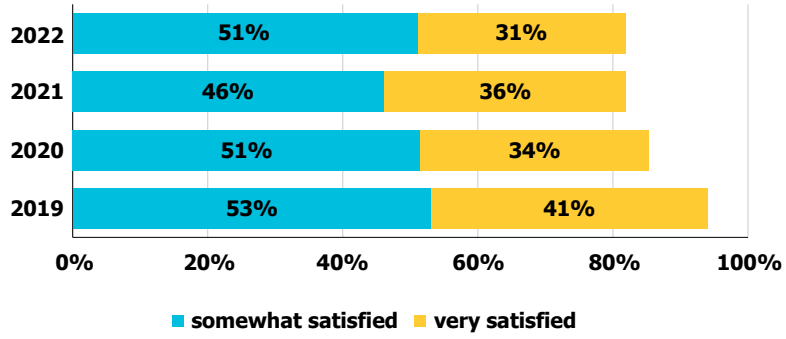
[D] Refer to benchmarking / comparison data on the following page. 2022 is the actual result of the citizen satisfaction survey.

Arts, Entertainment and Culture

Performance Measurements

Effectiveness Measurement

Citizen Satisfaction with City's Support for Arts, Entertainment & Culture



	2019	2020	2021	2022
Total Satisfied	94%	85%	82%	82%

Source: City of Winnipeg Annual Citizen Survey

Citizen satisfaction with the City's support for arts, entertainment and culture remains high (82% of citizens are satisfied).

Arts, Entertainment and Culture

Contributing Departments

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

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	-	-	-	-	0.050	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**-**	**-**	**-**	**-**	**0.050**	**1**
Salaries and benefits	0.514	0.477	0.478	0.489	0.505	
Services	0.033	0.033	0.030	0.001	0.001	
Materials, parts and supplies	0.005	0.005	0.005	-	-	
Assets and purchases	-	-	-	-	-	
Grants, transfers and other	17.365	17.908	17.289	17.557	18.650	
Recoveries	(0.021)	(0.001)	(0.001)	(0.001)	(0.001)	
Operating expenses	**17.896**	**18.422**	**17.801**	**18.046**	**19.155**	
Transfer to Capital	-	2.600	-	-	-	
Debt and finance charges	3.115	2.821	3.115	3.156	3.233	
Total Expenses	**21.011**	**23.843**	**20.916**	**21.202**	**22.388**	**2**
Mill Rate Support/(Contribution)	**21.011**	**23.843**	**20.916**	**21.202**	**22.338**	
Full-time Equivalent Positions	**7**	**6**	**6**	**6**	**6**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in sponsorship revenue, offset by increase in funding to Transcona Museum below	0.050
	0.050

2 Expenses

Increase in operating grant to Assiniboine Park Conservancy	0.649
Increase in grant to Winnipeg Arts Council	0.400
Increase in debt and finance charges	0.077
Increase in funding to Transcona Museum	0.050
Miscellaneous adjustments	0.010
	1.186

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	5.005	5.889	4.889	4.889	5.289
	Transfer to Capital	-	-	-	-	-
		5.005	5.889	4.889	4.889	5.289
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.392	0.415	0.411	0.334	0.343
	Transfer to Capital	-	-	-	-	-
		0.392	0.415	0.411	0.334	0.343
Museums	Revenue	-	-	-	-	0.050
	Operating expenses	0.765	0.765	0.765	0.765	0.815
	Transfer to Capital	-	-	-	-	-
		0.765	0.765	0.765	0.765	0.765
Assiniboine Park Conservancy	Revenue	-	-	-	-	-
	Operating expenses	14.848	14.174	14.851	15.213	15.941
	Transfer to Capital	-	2.600	-	-	-
		14.848	16.774	14.851	15.213	15.941
Mill Rate Support/(Contribution)		**21.011**	**23.843**	**20.916**	**21.202**	**22.338**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	5.525	27.000	32.525

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

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

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Provide quality pest control services by conducting effective and coordinated nuisance mosquito control and mosquito-borne disease control that protects the health of citizens while protecting the health of the ecosystem				
Area larvicided with biorational insecticides (ha) [A]	23,235	15,534	22,000	22,000
Area larvicided by aircraft (ha)	15,840	7,969	14,600	14,600
Area larvicided by ground-based operations (ha)	7,395	7,565	7,400	7,400
Area fogged for adult nuisance mosquito control (ha) [B]	35,208	0	0	0
Duration of the mosquito control season where the city-wide trap mosquito biting pressure is less than 1 bite per minute (% days) [C]	87.58%	84.97%	100.00%	100.00%
Reduction in adult female mosquitoes after 7 collection days from the completion of city-wide treatment with DeltaGard 20 EW [D]	66.7%	n/a	70.00%	70.00%
Citizen satisfaction with insect control [E] [F]	87%	86%	84%	84%
Goal 2:Ensure pest control is carried out safely by employing innovative, surveillance and data-based integrated pest management strategies to effectively control targeted species with biological and reduced risk products and prioritizing high-risk areas				
Total time committed to larval mosquito surveillance (hours)	22,908	18,490	25,000	25,000
Number of trap nights for adult mosquito surveillance	5,661	5,624	5,600	5,600
Number of non-compliance citations issued by Manitoba Environment, Climate and Parks [G]	0	0	0	0
Number of residential buffer zones for one or more treatment programs	906	604	750	750
Cost per hectare for aerial application of biorational larvicides [H]	$278	$344	$290	$300
Cost per hectare for ground application of biorational insecticides [H]	$559	$547	$700	$700
Cost per residential property of the adult mosquito treatment program [D] [H]	$2.68	$0.30	$0.20	$0.25
Goal 3: Protect the urban forest by reducing the damage caused by tree pest caterpillars and invasive tree pests using non-invasive, biological methods of insect control				
Number of boulevard and parkland trees treated for defoliator insects	45,658	38,362	45,000	45,000
Number of ash trees injected to control emerald ash borer	1,120	970	1,120	1,000

Insect Control

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 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				
311 calls responded to within the Service Level Agreement (%)	100%	100%	100%	100%
Goal 5: Foster transparent communication by improving availability, usefulness and timeliness of information-sharing on pest control services				
Number of citizens subscribed to public operational notifications	37,358	36,836	40,000	40,000

[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] Endeavour to effectively control mosquitoes in the larval stage so that an adult nuisance mosquito control program is not required.

[C] Adult mosquito activity varies from May-September and when the city-wide mosquito biting pressure increases above 1 bite per minute, residents will be bothered and adult mosquito control may be required.

[D] No city-wide treatments were required for 2021.

[E] Refer to comparison data on the following page.

[F] 2022 is the actual result of the citizen satisfaction survey.

[G] Endeavour to remain within the guidelines outlined in the Pesticide Use Permit issued by the Province.

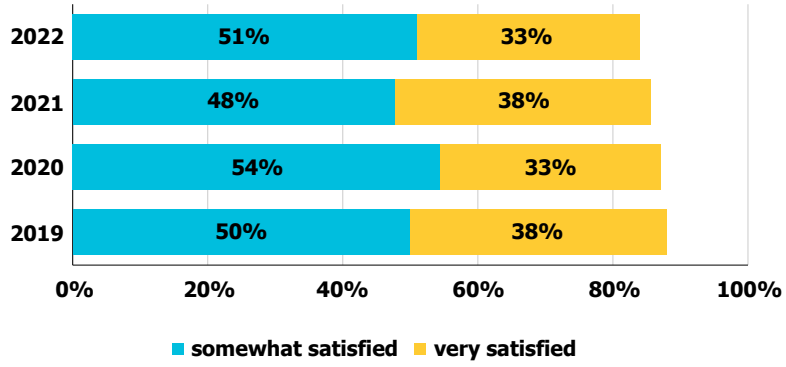
[H] The cost is directly related to weather conditions and includes fixed and variable costs.

Insect Control

Performance Measurements

Effectiveness Measurement

Citizen satisfaction with Insect Control



84% of citizens are either somewhat satisfied or very satisfied with Insect Control services in 2022, a slight decrease from 86% in 2021.

	2019	2020	2021	2022
Total Satisfied	88%	87%	86%	84%

Source: City of Winnipeg Annual Citizen Survey

Insect Control

Contributing Department

Public Works 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	1.992	2.107	1.707	2.607	1.207	
Provincial funding (service specific)	2.200	2.200	2.200	2.200	2.200	
Revenues	**4.192**	**4.307**	**3.907**	**4.807**	**3.407**	**1**
Salaries and benefits	4.514	4.483	4.488	4.555	4.719	
Services	1.762	3.179	3.204	2.615	2.765	
Materials, parts, and supplies	1.802	2.663	2.669	2.705	3.218	
Assets and purchases	0.011	0.131	0.066	0.066	0.024	
Grants, transfers and other	2.447	0.119	0.119	0.119	0.119	
Recoveries	(0.973)	(0.144)	(0.144)	(0.144)	(0.915)	
Operating expenses	**9.563**	**10.431**	**10.402**	**9.916**	**9.931**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**9.563**	**10.431**	**10.402**	**9.916**	**9.931**	**2**
Mill Rate Support/(Contribution)	**5.371**	**6.124**	**6.495**	**5.109**	**6.524**	
Full-time Equivalent Positions	**65**	**67**	**66**	**66**	**66**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Transfer from Insect Control Reserve	(1.400)
	(1.400)

2 Expenses

Additional costs related to Provincial West Nile Larviciding activities including; overtime, fleet costs, aircraft costs, and chemicals - see offsetting recoveries below.	0.771
Increase in salaries and benefits other than overtime related to the Provincial West Nile activities	0.131
Increase in fuel costs mainly due to fuel price increase	0.076
Reduction in aircraft hire expense	(0.216)
Recoveries related to Provincial West Nile Larviciding activities	(0.771)
Miscellaneous adjustments	0.024
	0.015

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Insect Control Reserve	2.546	3.000	1.110	0.016

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	-	0.900	0.900

Animal Services (SOA)

Description

Provide animal control measures under the Responsible Pet Ownership By-law. The Agency's services include licensing, kenneling, adoption, educational outreach, by-law enforcement, and emergency response.

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/dog spay/neuter program.

OurWinnipeg

Good Health and Well-Being (*HW*) | Leadership and Good Governance (*LG*) | Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Enforce animal control and promote animal welfare standards awareness, to enable responsible pet ownership and safe interaction in the urban environment				
Number of Events Attended and Media Appearances	11	13	14	15
Number of Animal Services Officer Park Patrols	1,344	721	850	1,400
Number of Visits to Animal Services Website	304,138	369,161	372,853	376,581
Number of Social Media Followers [A]			39,616	40,012
Number of By-law Charges Laid	1,098	1,140	1,151	1,163
Citizen Satisfaction with Animal Services [B]	91%	85%	84%	84%
Goal 2: Ensure positive outcomes for dogs in care at Animal Services				
Live Release Rate	99%	99%	99%	99%
Percentage of Impounded Dogs Returned to Owner	46%	42%	50%	50%
Percentage of Impounded Dogs Adopted	33%	22%	25%	25%
Percentage of Impounded Dogs Sent to Rescue [D]	20%	35%	24%	24%
Goal 3: Support a pet licensing program in order to enable pet reunification and provide a funding source for the Agency				
Number of Dog Licenses / Registrations Issued per 100,000 Population [C]	6,271	6,267	6,203	6,166
Number of Cat Licenses / Registrations Issued per 100,000 Population [C]	3,545	3,612	3,575	3,554
Percent of Recovery of Animal Control Costs [C] [E]	80.7%	82.5%	77.7%	76.3%
Number of Licensed Pets Reunited With Their Owner by 311 [F]	391	230	260	260

[A] Not available for 2020 and 2021.

[B] 2022 is the actual result of the citizen satisfaction survey.

[C] Refer to benchmarking / comparison data on the following page.

[D] 2020 and 2021 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.

[E] The forecasted decrease in recovery is directly related to the $170,000 increase in funding to the Winnipeg Humane Society beginning in 2022.

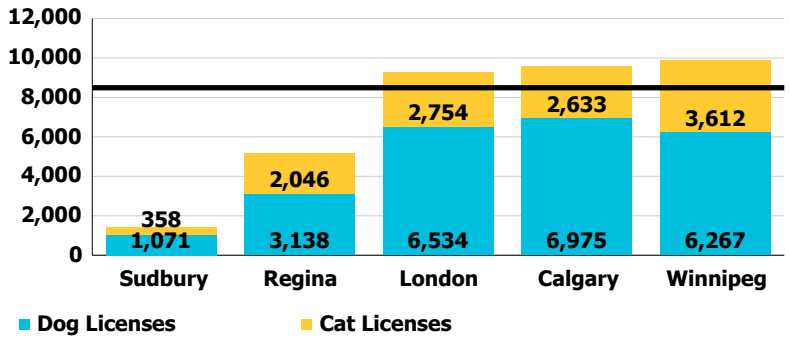
[F] Includes dogs and cats wearing licenses reunited by 311 without those pets setting foot in an animal shelter.

Animal Services (SOA)

Performance Measurements

Effectiveness Measurement

Number of Dog and Cat Licenses / Registrations Issued per 100,000 Population (2021)



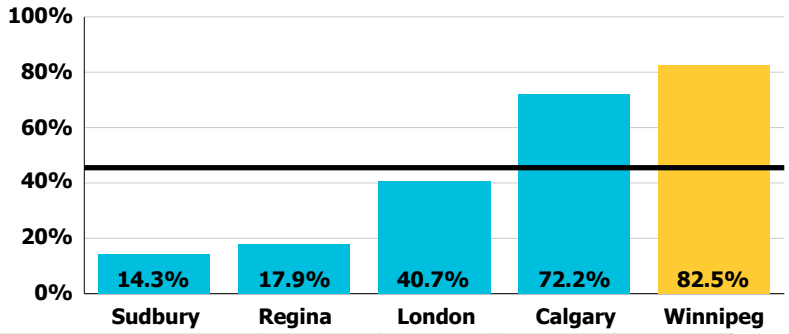
The number of dog and cat licenses issued per 100,000 population in Sudbury is significantly lower than the other cities. The average combined dog and cat licenses issued per 100,000 population for the comparable cities reported (excluding Sudbury due to the low numbers of registrations) is 8,490. When Sudbury is included, the average is 7,078.

Wpg. Trend	2017	2018	2019	2020	2021
Cat Licenses	3,606	3,457	3,537	3,545	3,612
Dog Licenses	6,893	6,409	6,122	6,217	6,267

Source: Municipal Benchmarking Network Canada (BYLW110, BYLW115)

Efficiency Measurement

Percent of Recovery of Animal Control Costs (2021)



Animal Services has maintained a strong license compliance rate, which is the Agency's primary source of funding. FTEs have been held at 27.

The average of the comparable cities reported is 45.5%

	2017	2018	2019	2020	2021
Wpg. Trend	76.6%	93.3%	79.5%	80.7%	82.5%

Source: Municipal Benchmarking Network Canada (BYLW318)

Animal Services (SOA)

Contributing Department

Animal Services SOA 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service Revenue	2.749	2.588	2.603	2.618	2.702	
Grant from the City	1.271	0.771	1.271	0.771	1.271	
Provincial funding (service specific)	0.027	0.027	0.027	0.027	0.027	
Revenues	**4.048**	**3.387**	**3.901**	**3.416**	**4.001**	**1**
Salaries and benefits	1.808	2.000	2.027	2.057	2.129	
Services	0.315	0.378	0.353	0.337	0.355	
Materials, parts and supplies	0.149	0.132	0.132	0.136	0.140	
Assets and purchases	0.012	0.009	0.009	0.009	0.009	
Grants, transfers and other	1.240	1.224	1.225	1.396	1.379	
Recoveries	-	-	-	-	-	
Operating Expenses	**3.524**	**3.743**	**3.746**	**3.935**	**4.013**	
Debt and finance charges	-	-	-	-	-	
Depreciation and amortization	0.005	0.007	0.005	-	-	
Total Expenses	**3.529**	**3.750**	**3.751**	**3.935**	**4.013**	**2**
Surplus/(Deficit)	**0.519**	**(0.363)**	**0.150**	**(0.519)**	**(0.012)**	
Full-time Equivalent Positions	**26**	**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 2023 Change from 2022

(in millions of $)

1 Revenues

Increase in transfer from the General Revenue Fund	0.500
Miscellaneous adjustments	0.085
	0.585

2 Expenses

Increase in salaries and benefits due to contractual obligations	0.072
Miscellaneous adjustments	0.006
	0.078

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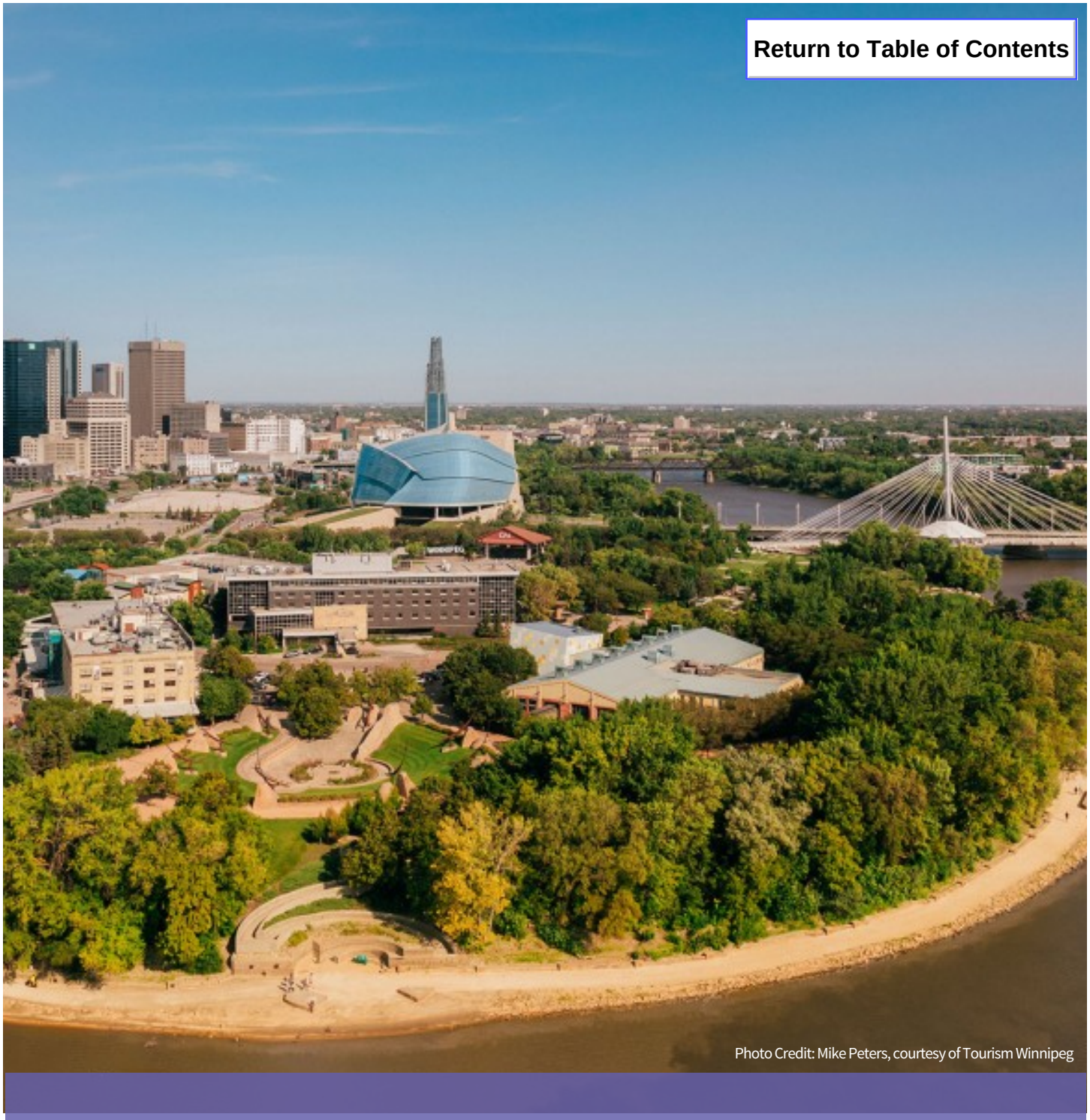

Photo Credit: Mike Peters, courtesy of Tourism Winnipeg

Winnipeg Police Board

Winnipeg Police Board

Service Name	Lead Department	Supporting Department(s)
Police Response	Police Service	City Clerk's
Crime Prevention	Police Service	
Traffic Safety and Enforcement	Police Service	



Photo Credit: Winnipeg Police Service

Police Response

Description

Provides emergency, urgent, and non-urgent responses to public calls for service. In addition, the Winnipeg Police Service (WPS) 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. Services include police response, contract policing, crime investigation and police training.

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OurWinnipeg

Economic Prosperity (*EP*) Good Health and Well-Being (*HW*) Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Domestic Violence Intervention Pilot Project				
Number of domestic events screened [A]	N/A	2,017		
Number of non-criminal domestic events closed by DVSS pilot project [A] [B]	N/A	761		
Projected hours saved for General Patrol Units to respond to non-criminal domestic events [A]	N/A	2,146	2,200	2,300
Goal 2: Gang and Gun Suppression Strategy				
Daily average firearm-related calls for service	4.0	4.7		
Number of crime guns seized	690	850		
Number of crime guns processed through FIAS [A] [C]	N/A	482		
Number of gang members and associates arrested	151	135		
Goal 3: Alternative Response to Citizens in Crisis (ARCC)				
Number of clients proactively supported [D]	N/A	N/A		
Number of calls ARCC Team attended [D]	N/A	N/A		

[A] New measure starting in 2021.

[B] DVSS: Domestic Violence Support Service.

[C] FIAS: Firearms Investigative Analysis Section.

[D] New measure in 2022. Details not available at time of printing, for updates please see quarterly reports found at: https://winnipeg.ca/police/businessplans/businessplans.stm.

Police Response

Performance Measurements

Effectiveness Measurement

Crime Severity Indices

Violent Crimes	2017	2018	2019	2020	2021
Winnipeg	155.4	162.5	174.9	155.2	159.6
Regina	111.6	122.7	134.3	128.2	141.3
Saskatoon	111.4	109.4	137.1	120.6	121.4
Calgary	76.0	80.4	85.2	78.9	82.7
Edmonton	108.2	109.0	110.3	111.9	110.0
Non-Violent Crimes	**2017**	**2018**	**2019**	**2020**	**2021**
Winnipeg	91.6	104.3	116.4	102.4	96.7
Regina	115.8	130.0	130.1	96.6	99.8
Saskatoon	119.9	121.0	110.9	100.2	100.2
Calgary	86.2	92.4	96.2	79.1	68.3
Edmonton	115.3	118.9	117.4	102.8	92.7
Total Crime Severity Index	**2017**	**2018**	**2019**	**2020**	**2021**
Winnipeg	108.6	119.9	132.1	116.6	113.6
Regina	114.9	128.3	131.5	105.1	110.9
Saskatoon	117.9	118.1	118.0	105.8	106.0
Calgary	83.6	89.3	93.5	79.2	72.3
Edmonton	113.6	116.5	115.7	105.4	97.5

Source: Statistics Canada CCJCSS, CMA data

Crime Severity Index (CSI) is a tool for measuring police-reported crime by taking into account the change in volume of a particular crime, and the relative seriousness of that crime in comparison to other crimes (the seriousness is based on an assigned weight derived from incarceration rates for the offence type and the average prison sentences). CSI is expressed as a standardised measure adjusted to equal 100 as a base in Canada.

All data are correct at time of publication. Because of the dynamic nature of crime statistics, data totals may change slightly over time. Statistics Canada updates those changes on a regular basis. Consequently, data reported herein may vary slightly with data reported by Statistics Canada.

Efficiency Measurement

Police Officer to population ratio per 100,000 population

	2017	2018	2019	2020	2021
Police Officer to population ration per 100,000 population	184.5	181.4	177.9	176.8	176.7

Source: WPS Annual Statistical Reports

Authorized Police Officer count decreased by one but Winnipeg's population did not change over the previous year.

Police Response

Contributing Departments

Police Service	99 %
City Clerks	1 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	11.803	5.738	6.182	6.308	6.215	
Provincial funding (service specific)	21.182	19.179	20.002	20.046	18.992	
Revenues	**32.985**	**24.917**	**26.185**	**26.354**	**25.206**	**1**
Salaries and benefits	228.095	211.619	221.929	232.935	236.979	
Services	11.930	11.781	12.060	13.046	13.426	
Materials, parts, and supplies	5.438	5.062	5.474	5.558	5.979	
Assets and purchases	3.228	1.474	1.871	2.003	1.679	
Grants, transfers and other	9.186	8.958	3.495	0.534	1.195	
Recoveries	(0.237)	(0.503)	(0.522)	(0.522)	(0.522)	
Operating expenses	**257.640**	**238.391**	**244.308**	**253.553**	**258.735**	
Transfer to Capital	2.804	1.625	2.804	-	-	
Debt and finance charges	8.749	7.955	8.749	9.077	10.421	
Total Expenses	**269.193**	**247.971**	**255.861**	**262.630**	**269.156**	**2**
Mill Rate Support/(Contribution)	**236.208**	**223.054**	**229.676**	**236.276**	**243.950**	
Full-time Equivalent Positions	**1,615**	**1,554**	**1,558**	**1,575**	**1,586**	

The contributing departments are 99.8% Police Service and 0.2% Winnipeg Police Board, which falls under City Clerks.

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Federal Guns and Gangs Initiative (offset by expenditures)	(1.054)
Decrease in Alarm Permit revenue	(0.123)
Increase in Goods & Services	0.029
	(1.148)

2 Expenses

Increase in salaries and benefits due to collective bargaining and transfer of FTEs within the Police Service	4.044
Increase in debt and finance charges	1.344
Increase in accommodation charges primarily for North District Station	0.760
Miscellaneous adjustments	0.378
	6.526

Full-time Equivalent Positions

Increase of 11 FTEs due to transfer of 3 FTEs within the Police Service from Crime Prevention and Traffic Safety and Enforcement, and 8 FTEs for the 9-1-1 Communications Centre.

Police Response

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Police Response	Revenue	22.348	19.523	20.751	20.804	19.807
	Operating expenses	166.744	154.716	159.564	164.310	168.367
	Transfer to Capital	2.804	1.625	2.804	-	-
		147.200	136.818	141.617	143.506	148.560
Contract Policing	Revenue	6.969	1.711	1.749	1.791	1.808
	Operating expenses	0.394	0.454	0.365	0.377	0.388
	Transfer to Capital	-	-	-	-	-
		(6.575)	(1.257)	(1.384)	(1.415)	(1.420)
Crime Investigation	Revenue	3.579	3.566	3.566	3.638	3.472
	Operating expenses	86.581	82.785	84.565	88.709	91.144
	Transfer to Capital	-	-	-	-	-
		83.001	79.219	80.999	85.072	87.672
Police Training	Revenue	0.088	0.117	0.118	0.121	0.119
	Operating expenses	12.670	8.391	8.562	9.234	9.257
	Transfer to Capital	-	-	-	-	-
		12.582	8.274	8.444	9.113	9.137
Mill Rate Support/(Contribution)		**236.208**	**223.054**	**229.676**	**236.276**	**243.950**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	3.034	24.169	27.203

Crime Prevention

Description

Promote safer communities through engagement, education, and proactive policing. Services include community policing and crime prevention initiatives.

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OurWinnipeg

 Economic Prosperity (*EP*)
 Good Health and Well-Being (*HW*)
 Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Downtown Safety Strategy				
Number of foot patrol hours in the downtown Foot Patrol Zone	10,509	7,960	9,000	11,000
Number of special events attended in the downtown SHED	37	72		
Number of hours deployed on Winnipeg Transit or Transit corridors	2,009	1,835	1,900	2,100
Number of arrests in downtown Foot Patrol Zone	754	533		
Gang and Gun Suppression Strategy				
Number of disruptions to gang operations	17	29		
Number of compliance checks	531	496	530	550
Number of social program referrals & diversions	38	27		
Restorative Justice Programming and Diversions				
Number of individuals diverted (excluding domestic offences) [A]	n/a	527		
Number of restorative justice events facilitated by members on scene [A]	n/a	692		
Special Events, Community Engagement, IWGSS [B]				
Number of meetings and consultations with Indigenous, newcomer, diverse and racialized communities [A]	n/a	2,042		
Percentage of counter exploitation investigations involving Indigenous women and girls	40%	48%		
Number of special events monitored [A]	n/a	185		
Number of special events attended [A]	n/a	81		
Number of special pre-event engagements [A]	n/a	57		
Percentage of interventions to community programming and services involving Indigenous women and girls [C]	n/a	n/a		

Crime Prevention

[A] New measure in 2021.

[B] IWGSS: Indigenous Women and Girls Safety Strategy.

[C] New measure in 2022. Details not available at time of printing, for updates please see quarterly reports found at: https://winnipeg.ca/police/businessplans/businessplans.stm.

Crime Prevention

Performance Measurements

Effectiveness Measurement

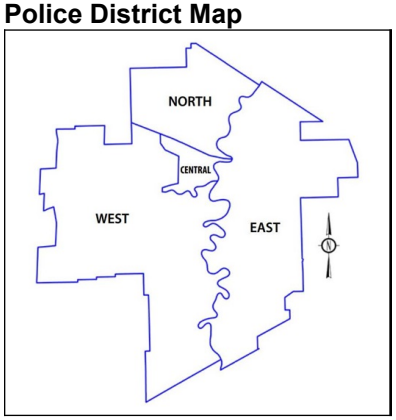
Citizens' Total Feeling of Safeness by District and Time of Day [A]

District	Daytime 2013	Daytime 2015	Daytime 2017	Daytime 2019	Nighttime 2013	Nighttime 2015	Nighttime 2017	Nighttime 2019
Central (1)	89.0%	88.0%	92.0%	86.0%	44.0%	54.0%	50.0%	33.0%
West (2) [B]	98.0%	97.0%	98.0%	95.0%	79.0%	80.0%	79.0%	75.0%
North (3)	95.0%	95.0%	92.0%	86.0%	48.0%	58.0%	48.0%	44.0%
East (4)	98.0%	89.0%	97.0%	96.0%	70.0%	76.0%	76.0%	71.0%
District 6 [B]	97.0%	98.0%	n/a	n/a	83.0%	n/a	n/a	n/a

[A] Total "feeling of safeness" combines "very safe" and "reasonably safe" responses.

[B] In 2013, the WPS amalgamated Districts #2 and #6 into the West District. Caution should be exercised in interpreting the comparison data.

Police District Map



Crime Prevention

Contributing Department

Police Service 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	1.775	1.461	1.406	1.185	1.152	
Provincial funding (service specific)	0.271	0.072	0.251	0.258	0.072	
Revenues	**2.046**	**1.533**	**1.657**	**1.443**	**1.225**	**1**
Salaries and benefits	32.332	34.802	35.424	35.214	35.447	
Services	0.576	0.739	0.763	0.720	0.737	
Materials, parts and supplies	0.478	0.522	0.533	0.440	0.472	
Assets and purchases	0.057	0.090	0.124	0.138	0.078	
Grants, transfers and other	1.035	1.042	1.031	1.048	1.049	
Recoveries	(0.143)	(0.114)	(0.116)	(0.118)	(0.119)	
Operating expenses	**34.334**	**37.081**	**37.759**	**37.442**	**37.663**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**34.334**	**37.081**	**37.759**	**37.442**	**37.663**	**2**
Mill Rate Support/(Contribution)	**32.288**	**35.547**	**36.101**	**35.999**	**36.439**	
Full-time Equivalent Positions	**263**	**297**	**294**	**277**	**275**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Federal Guns and Gangs Initiative (offset by expenditures)	(0.186)
Miscellaneous adjustments	(0.032)
	(0.218)

2 Expenses

Increase in salaries and benefits due to collective bargaining, offset by transfer of two FTEs within the Police Service	0.233
Miscellaneous adjustments	(0.012)
	0.221

Full-time Equivalent Positions

Decrease of 2 FTEs due to transfer within the Police Service to Police Response.

Crime Prevention

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Community Policing	Revenue	0.435	0.445	0.427	0.361	0.349
	Operating expenses	27.746	30.377	30.804	30.285	30.761
	Transfer to Capital	-	-	-	-	-
		27.311	29.932	30.376	29.924	30.412
Crime Prevention Initiatives	Revenue	1.611	1.088	1.230	1.082	0.876
	Operating expenses	6.588	6.703	6.955	7.157	6.903
	Transfer to Capital	-	-	-	-	-
		4.976	5.615	5.725	6.075	6.027
Mill Rate Support/(Contribution)		**32.288**	**35.547**	**36.101**	**35.999**	**36.439**

Traffic Safety and Enforcement

Description

Improve traffic safety through focusing efforts on enforcement and education. Services include automated and officer traffic safety enforcement.

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OurWinnipeg

Economic Prosperity (*EP*) Good Health and Well-Being (*HW*) Social Equity (*SE*)

Performance Reporting *

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Traffic Safety Strategy				
Number of officer-enforced speeding offences	13,691	12,922		
Number of impaired driving offences	289	307		
Number of distracted driving offences	1,316	1,664		
Number of vehicle inspections completed [A]	n/a	1,589		
Number of vehicle re-inspections conducted to correct vehicle deficiencies [A]	n/a	548		
Percentage of inspections classified as "fail," and taken out of service [B]	n/a	n/a		
Number of traffic fatalities investigated	10	9		
Goal 2: Number of Education and Awareness Campaigns and Media Views				
Tweets [A]	n/a	38		
Re-tweets [A]	n/a	649		
Impressions [A]	n/a	1,195,291		
Likes [A]	n/a	2,582		

* Sources:
- Winnipeg Police Service Business Plan
- Winnipeg Police Traffic Division
- Winnipeg Police Service Annual Statistical Report

[A] New measure in 2021.

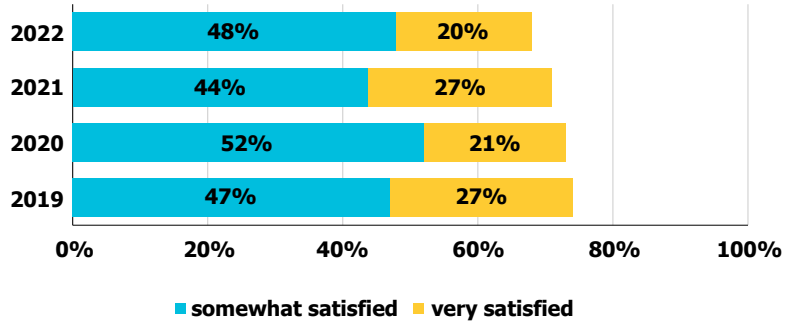
[B] New measure in 2022. Details not available at time of printing, for updates please see quarterly reports found at: https://winnipeg.ca/police/businessplans/businessplans.stm

Traffic Safety and Enforcement

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Enforcement of Traffic Laws



Citizen satisfaction regarding traffic policing is influenced by many factors, such as enforcement, high profile events, media and social media.

	2019	2020	2021	2022
Total Satisfied	74%	73%	71%	68%

Source: City of Winnipeg Annual Citizen Survey

Officer Traffic Enforcement

	2017	2018	2019	2020	2021
Number of Traffic Stops	33,752	29,556	28,591	33,498	31,864
Number of Highway Traffic Act offences issued	56,568	42,058	42,068	39,817	44,556
Number of Highway Traffic Act warnings issued	9,940	9,808	8,494	9,952	9,671

Historical data for Highway Traffic Act offences were restated to make data comparable due to updated database components.

Traffic safety enforcement involves issuing citations and warnings to offending drivers.

Traffic Safety and Enforcement

Contributing Department

Police Service 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	17.042	20.057	19.249	19.250	19.240	
Provincial funding (service specific)	0.017	-	-	-	-	
Revenues	**17.059**	**20.057**	**19.249**	**19.250**	**19.240**	**1**
Salaries and benefits	11.819	13.237	13.466	14.236	14.337	
Services	5.082	5.536	5.307	5.161	5.162	
Materials, parts, and supplies	0.179	0.188	0.192	0.199	0.230	
Assets and purchases	0.174	0.047	0.107	0.048	0.048	
Grants, transfers and other	0.389	0.403	0.404	0.406	0.406	
Recoveries	(0.137)	(0.012)	(0.012)	(0.012)	(0.012)	
Operating expenses	**17.506**	**19.399**	**19.462**	**20.038**	**20.172**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	-	-	-	-	-	
Total Expenses	**17.506**	**19.399**	**19.462**	**20.038**	**20.172**	**2**
Mill Rate Support/(Contribution)	**0.446**	**(0.658)**	**0.213**	**0.788**	**0.932**	
Full-time Equivalent Positions	**81**	**91**	**91**	**92**	**91**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.010)
	(0.010)

2 Expenses

Increase in salaries and benefits due to collective bargaining, offset by transfer of one FTE within the Police Service	0.101
Miscellaneous adjustments	0.033
	0.134

Full-time Equivalent Positions

Decrease of 1 FTE due to transfer within the Police Service to Police Response.

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Traffic Safety-Automated	Revenue	13.628	15.800	15.400	15.400	15.400
	Operating expenses	5.552	5.889	5.675	5.554	5.566
	Transfer to Capital	-	-	-	-	-
		(8.076)	(9.911)	(9.725)	(9.846)	(9.834)
Traffic Safety-Officer	Revenue	3.431	4.257	3.849	3.850	3.840
	Operating expenses	11.954	13.510	13.787	14.484	14.606
	Transfer to Capital	-	-	-	-	-
		8.522	9.253	9.938	10.634	10.766
Mill Rate Support/(Contribution)		**0.446**	**(0.658)**	**0.213**	**0.788**	**0.932**

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	-	0.625	0.625

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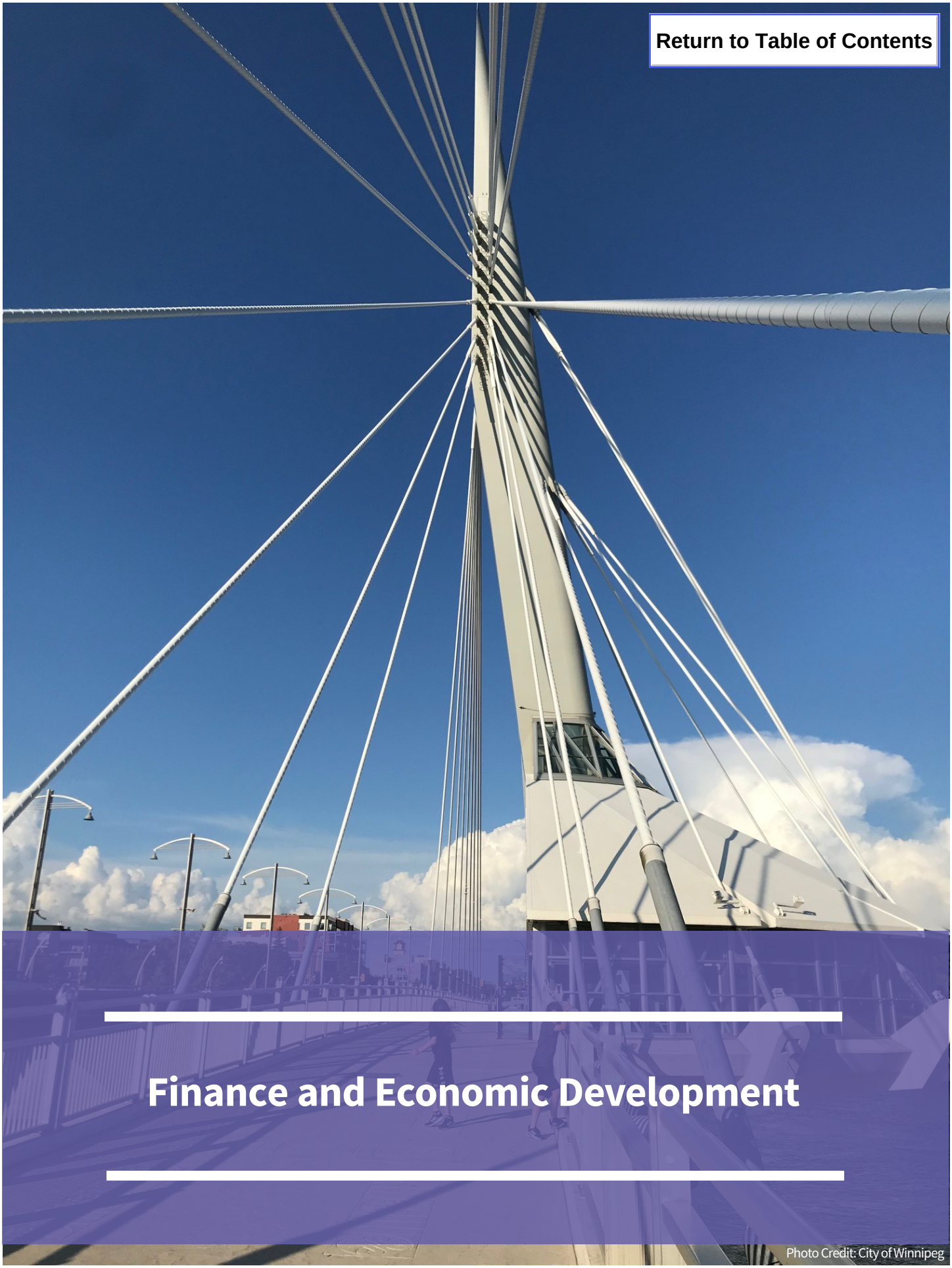


Finance and Economic Development

Photo Credit: City of Winnipeg

Standing Policy Committee on Finance and Economic Development

Service Name	Lead Department	Supporting Department(s)
Assessment, Taxation and Corporate	Corporate Finance	Assessment and Taxation; Corporate Accounts
Economic Development	Planning, Property and Development	Chief Administrative Office; City Clerk's; Mayor's Office

Note: The Financial Management sub-service will report to the Standing Policy Committee on Finance and Economic Development but its budget is included in the Organizational Support Service in the Executive Policy Committee section of this document. Financial Management will be aligned accordingly in the 2024 budget process.

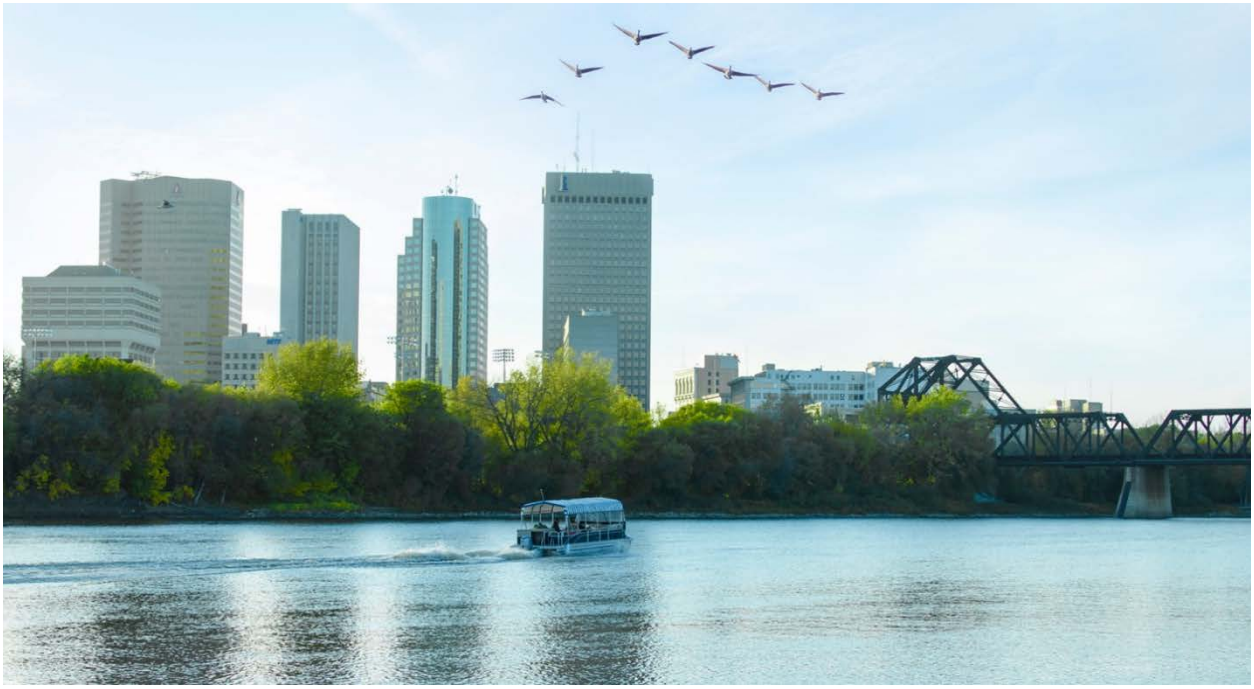


Photo Credit: City of Winnipeg

Assessment, Taxation and Corporate

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.

Key services include assessment & taxation and corporate accounts.

OurWinnipeg

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Deliver timely, accurate tax billing and collection service				
Collections:				
Current	97.9%	98.2%	97.5%	97.5%
Arrears	45.7%	65.7%	60.0%	60.0%
Goal 2: Deliver cost efficient assessment and taxation services				
Total actual operational cost per active parcel [A]	$48.22	$47.95	$57.73	$57.34
Goal 3: Maintain or increase the percentage of accounts enrolled in the Tax Installment Payment Plan (TIPP)				
Percentage of Accounts Enrolled in TIPP:				
Realty Tax	53%	54%	55%	55%
Business Tax [B]	26%	28%	28%	28%
Goal 4: Support high quality business processes and commitment to continual improvement management				
International Organization for Standardization (ISO) 9001:2008 certified for Assessment	Yes	Yes	Yes	Yes

[A] Forecasted amounts in 2022 and 2023 are based on Adopted Operating Budget divided by forecasted number of total parcels assuming an average growth rate.

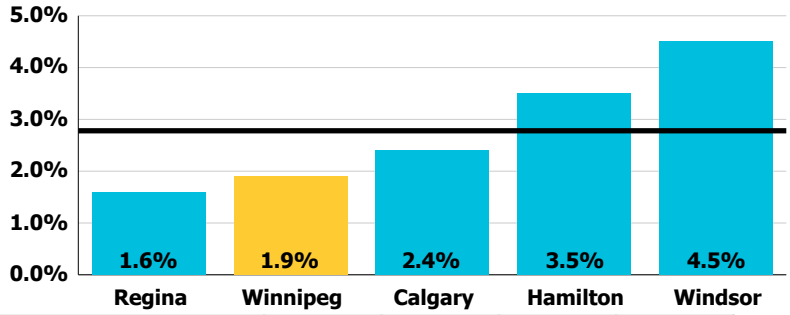
[B] Increase in the percentage from 2020 to 2021 is reflective of less businesses subject to business tax due to the increase in the small business tax credit.

Assessment, Taxation and Corporate

Performance Measurements

Effectiveness Measurement

Current Year's Tax Arrears as a Percentage of the Current Year Levy (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	1.9%	1.7%	2.0%	2.2%	1.9%

Source: Municipal Benchmarking Network Canada (TXRS135)

Winnipeg's Current Year's Tax Arrears as a Percentage of the Current Year Levy remains one of the lowest of comparable municipalities.

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 101 %
Corporate Accounts (1)%

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Property Taxation	658.687	634.562	658.680	682.144	713.948	
Business Taxation	57.916	57.916	57.916	56.996	58.912	
Other Taxation	24.951	27.376	26.325	28.285	29.182	
Provincial grants	69.226	68.347	68.345	68.345	68.355	
Sale of Winnipeg Hydro	16.000	16.000	16.000	16.000	16.000	
Utility Dividend	35.681	34.587	35.681	37.278	38.261	
Transfers from Other City Funds	43.647	(5.298)	21.336	(5.729)	5.658	
Other corporate revenue (primarily tax penalty interest, general government charges, and dividend from Parking Authority)	38.543	45.580	37.207	36.018	57.840	
Revenues	**944.652**	**879.070**	**921.490**	**919.337**	**988.157**	**1**
Salaries and benefits	11.883	11.629	14.163	14.434	15.086	
Services	3.867	4.637	4.412	4.896	4.977	
Materials, parts, and supplies	0.304	0.388	0.397	0.399	0.413	
Assets and purchases	-	0.042	0.042	0.042	0.042	
Grants, transfers and other	19.361	5.317	(8.286)	(7.456)	(1.604)	
Recoveries	(7.089)	(0.615)	(7.406)	(0.636)	(0.646)	
Operating expenses	**28.327**	**21.398**	**3.322**	**11.679**	**18.266**	
Transfer to Capital	(1.645)	-	(1.645)	(0.346)	(1.465)	
Debt and finance charges	0.826	4.933	6.101	4.827	3.876	
Total Expenses	**27.507**	**26.331**	**7.778**	**16.160**	**20.677**	**2**
Mill Rate Support/(Contribution)	**(917.145)**	**(852.740)**	**(913.712)**	**(903.178)**	**(967.480)**	
Full-time Equivalent Positions	**111**	**130**	**130**	**130**	**130**	

The negative contribution from Corporate Accounts is due to $33.5 million of efficiency savings budgeted in 2023.

Assessment, Taxation and Corporate

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues	
Increase in the municipal property tax due to tax rate increase of 3.5%, growth in the assessment base and reduction in tax credits	31.804
Increase in inter-governmental funding - federal and provincial support	17.779
Transfer from Financial Stabilization Reserve	10.929
Increase in dividend from Winnipeg Parking Authority	3.990
2023 business tax rate has been maintained at 4.84%. The small business tax credit program will provide a full rebate in 2023 to businesses with an annual rental value of $47,500 ($44,220 in 2022) or less.	1.916
Increase in dividend from Waterworks and Sewage Disposal	0.983
Transfer from Insurance Reserve	0.955
Increase in electricity and gas tax revenue	0.779
Increase in entertainment funding tax due to recovery from the COVID-19 impacts	0.300
Transfer from Workers Compensation Reserve	(0.500)
Decrease in local improvement taxes based on current and forecasted local improvement projects	(0.219)
Miscellaneous adjustments	0.104
	68.820
2 Expenses	
Increase in provision for cost increases	4.780
Transfer to Permit Reserve	2.000
Increase in grants primarily due to tax payments converted to a grant	0.764
Increase in salaries and benefits	0.652
Increase in expenses due to in-kind grant for Police/Fire Games	0.500
Increase in provincial payroll tax	0.245
Decrease in debt and finance charges	(0.951)
Transfer to Capital primarily due to capital projects closure	(1.119)
Increase in efficiency savings held corporately	(2.692)
Miscellaneous adjustments	0.338
	4.517

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Assessment and Taxation	Revenue	764.170	745.560	764.883	793.225	828.060
	Operating expenses	14.257	20.270	16.478	19.878	20.867
	Transfer to Capital	-	-	-	-	-
		(749.913)	(725.289)	(748.405)	(773.347)	(807.193)
Corporate	Revenue	180.482	133.511	156.607	126.112	160.097
	Operating expenses	13.250	6.060	(8.700)	(3.372)	1.275
	Transfer to Capital	-	-	-	(0.346)	(1.465)
		(167.232)	(127.450)	(165.306)	(129.831)	(160.287)
Mill Rate Support/(Contribution)		**(917.145)**	**(852.740)**	**(913.712)**	**(903.178)**	**(967.480)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Commitment Reserve	7.033	4.998	3.431	3.653
- Financial Stabilization Res	119.891	75.092	5.240	13.801
- General Purpose Reserve	9.034	1.080	1.490	0.328
- Insurance Reserve	3.676	5.075	3.823	2.921
- Workers Compensation Reserve	4.574	4.427	3.339	3.385

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	2.831	9.386	12.217

Economic Development

Description

Maintain a strong and competitive economy in Winnipeg through delivery of Council approved programs, infrastructure investment as well as partnerships with other levels of government, the private sector and stakeholder organizations.

OurWinnipeg

City Building (*CB*) Economic Prosperity (*EP*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022Target	2023 Target
Goal 1: Maintain a strong and competitive economy for Winnipeg residents and businesses				
Number of Residential Building Permit Applications [A]	6,924	8,217	8,217	8,217
Residential Building Permit Application Value (in millions)	$667	$835	$835	$835
Number of Commercial Building Permits Issued [A]	2,845	3,040	3,040	3,040
Commercial Building Permit Value (in millions)	$948	$1,180	$1,180	$1,180
Number and Construction Value of Major City-wide Projects (>$2M) (in millions)	93 / $666	118 / $881	118 / $881	118 / $881
Number of taxable properties	238,973	244,702	247,985	251,313
Citizen Satisfaction with City's Effort in Promoting Economic Development to Attract Businesses and Major Events [C]	77%	72%	67%	80%
Major Development Applications / Average Permit Approval Time [B]	93 / 63	118 / 61	118 / 61	118 / 61
New Residential Units Created per 100,000 Population [B]	500	757	757	757
Economic Growth Comparison of 13 City Regions - Real Gross Domestic Product (%) [B]	-4.3	4.1	4.0	2.4
Construction Value to Total Building Permits Issued per Capita [B]	$2.87	$3.28	$3.28	$3.28
Number of Building Permits Issued [A]	9,792	11,076	11,076	11,076
Goal 2: Leverage intergovernmental relationships to build infrastructure that supports economic growth and improves the quality of life				
Annual value of budgeted City infrastructure investments funded through bi-level and tri-level government infrastructure programs (in thousands)	$192,792	$220,077	$350,227	$319,573
Goal 3: Support Economic Development initiatives that demonstrate a positive return on investment to Winnipeg				
Number of new projects supported by a municipal tax increment financing grant	Nil	1	7	14
Annual number of businesses operating within established Business Improvement Zones	4,717	4,804	4,804	4,804

[A] Reflection of local market conditions.

[B] Refer to benchmarking / comparison data on the following page.

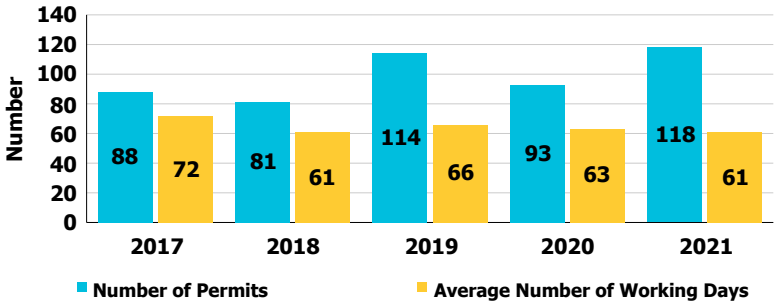
[C] 2022 is the actual result of the citizen satisfaction survey.

Economic Development

Performance Measurements

Effectiveness Measurements

Major Development Applications / Average Permit Approval Time



Major development applications are a relatively small subset of the permits that are processed each year and are unique with respect to their complexity in design, nature and consideration of alternative by-law and code compliance solutions.

Economic Growth Comparison of 13 City Regions - Real Gross Domestic Product (%)

City	2021
Calgary	6.5
Montréal	6.0
Victoria	5.7
Halifax	5.5
Edmonton	4.8
Vancouver	4.6
Ottawa-Gatineau	4.5
Saskatoon	4.4
Québec City	4.3
Toronto	4.2
Winnipeg	4.1
Hamilton	4.0
Regina	3.1

City	2022f
Calgary	6.6
Edmonton	5.6
Saskatoon	5.3
Regina	4.8
Winnipeg	4.0
Hamilton	3.9
Toronto	3.8
Vancouver	3.7
Victoria	3.5
Québec City	3.4
Ottawa-Gatineau	3.2
Montréal	3.0
Halifax	2.5

City	2023f-2026f
Calgary	3.7
Edmonton	3.3
Saskatoon	3.1
Regina	2.7
Hamilton	2.6
Toronto	2.5
Winnipeg	2.4
Vancouver	2.4
Québec City	2.2
Halifax	2.1
Victoria	2.0
Ottawa-Gatineau	2.0
Montréal	1.9

COVID-19 pandemic caused economic growth across all Canadian cities to deviate from historical trends. For Winnipeg in 2020 to 2021, this meant real GDP grew by 4.1%. In comparison to the 13 major CMAs across Canada, this was ranked 11th. Looking forward, Winnipeg's real GDP in 2022 is expected to grow by 4.0% (ranked 5th), and then taper off during 2023-2026 closer to historical norms, at 2.4% (ranked 7th).

Source: Conference Board of Canada

f - forecast

Economic Development

Contributing Departments

Planning, Prop. & Devl.	41 %
City Clerks	25 %
CAO	23 %
Mayor's Office	11 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	2.001	-	2.000	2.186	0.449	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**2.001**	**-**	**2.000**	**2.186**	**0.449**	**1**
Salaries and benefits	0.127	0.362	0.356	0.736	0.799	
Services	0.297	0.495	0.495	0.500	0.491	
Materials, parts and supplies	0.050	0.025	0.025	0.040	0.038	
Assets and purchases	0.001	0.001	0.001	0.003	0.003	
Grants, transfers and other	5.493	0.438	0.435	0.479	0.513	
Recoveries	(0.016)	(0.036)	(0.038)	(0.174)	(0.174)	
Operating expenses	**5.952**	**1.283**	**1.273**	**1.583**	**1.670**	
Transfer to Capital	-	0.001	-	-	-	
Debt and finance charges	0.023	0.021	0.023	0.026	0.052	
Total Expenses	**5.974**	**1.305**	**1.296**	**1.609**	**1.722**	**2**
Mill Rate Support/(Contribution)	**3.973**	**1.305**	**(0.704)**	**(0.577)**	**1.273**	
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 2023 Change from 2022

(in millions of $)

1 Revenues

Transfer from General Revenue Fund to offset increase in debt and financing charges related to capital grants for Economic Development initiatives.	0.412
Non-recurring transfer from Economic Development Investment Reserve in 2022	(2.186)
Miscellaneous adjustments	0.037
	(1.737)

2 Expenses

Miscellaneous adjustments	0.113
	0.113

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Destination Marketing Reserve	4.658	3.196	2.801	2.198
- Economic Dev Invest Reserve	4.589	2.106	0.008	0.008

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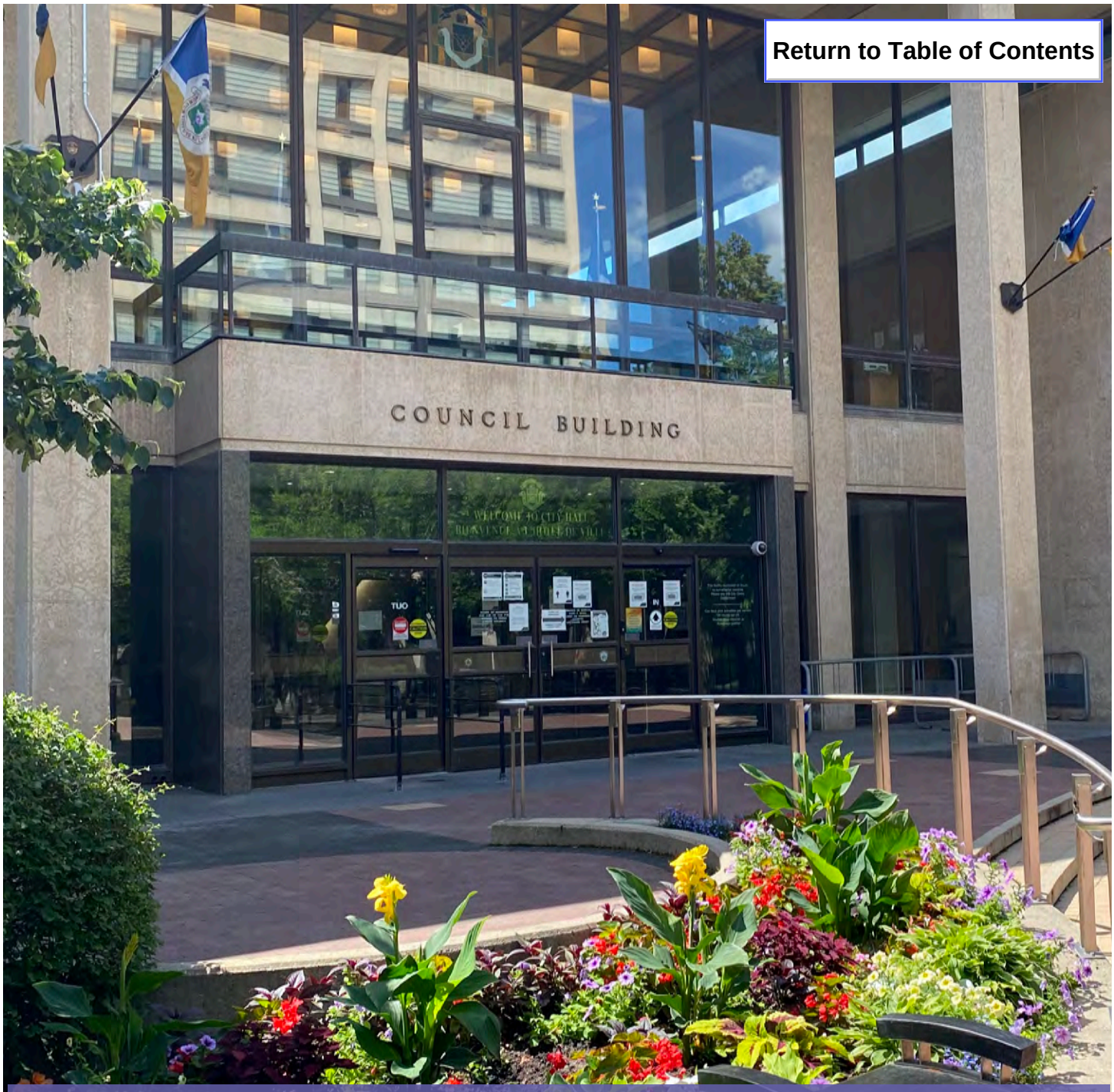


Executive Policy

Photo Credit: City of Winnipeg

Executive Policy Committee

Service Name	Lead Department	Supporting Department(s)
Organizational Support Services	Chief Administrative Office	Corporate Finance; Legal Services; Customer Service and Communication; Human Resource Services
Innovation, Transformation and Technology	Innovation and Technology	
Contact Centre - 311	Customer Service and Communications	
Council Services	City Clerk's	Audit; Council; Mayor's Office; Policy and Strategic Initiatives



Photo Credit: City of Winnipeg

Organizational Support Services

Description

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

Key services include Chief Administrative Office, communications, financial management, and others - refer to Appendix 9 for the full listing of services.

OurWinnipeg

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target [E]	2023 Target [E]
Goal 1: Measure and increase employee engagement across the organization				
Engagement Survey Response Rate [A]	N/A	N/A	>75%	>75%
Percentage of Employees Actively Engaged [A]	N/A	N/A	>75%	>75%
Permanent Voluntary Employee Turnover Rate	5.7%	6.0%	<10%	<10%
Goal 2: Strengthen financial management and accountability across the organization				
Organizational Support Services Expenditure Ratio	1.9%	1.9%	<5%	<5%
Value-Added Audit Implementation Rate	70.0%	60.0%	90%	90%
Goal 3: Increase diversity, inclusion and employment equity across the organization				
Percent of Employees Self-Identifying as:				
Women [B]	29.3%	28.2%	50%	50%
Indigenous [B]	10.7%	11.1%	12%	12%
Persons with Disabilities [B]	2.9%	4.5%	9%	9%
Racialized People [B]	16.2%	16.4%	13%	13%
Percent of Senior Managers Self-Identifying as:				
Women [B] [C]	27.4%	28.2%	50%	50%
Indigenous [B] [C]	5.6%	6.9%	12%	12%
Persons with Disabilities [B] [C]	0.5%	5.0%	9%	9%
Racialized People [B] [C]	6.1%	5.9%	13%	13%
Goal 4: Improve workplace safety and health across the organization				
Number of Departments SafeWork Certified [D]	4	5	6	7
Organizational Lost Time Injury Rate [D]	8.2%	8.3%	7.9%	7.5%
Organizational Lost Time Injury Severity Rate (hours lost) [D]	1,348	1,450	1.378	1.305
Workers Compensation Board related costs (in millions) [D]	$11.8	$13.8	$13.1	$12.4

Organizational Support Services

[A] Employee engagement survey has recently been implemented. Data is not yet available.

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

[C] 2020 restated to include middle management.

[D] 2022 Target figures have been revised, based on 2021 Actual and new information.

[E] KPIs & targets reflect the strategic directions & goals identified in the Corporate Strategic Plan: www.winnipeg.ca/cao/pdfs/CW_Corporate-Strategic-Plan_FINAL-20220325.pdf.

Organizational Support Services

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. The Division supports 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.

OurWinnipeg

Economic Prosperity (*EP*) | Good Health and Well-Being (*HW*) | Leadership and Good Governance (*LG*) | Social Equity (*SE*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Support the City of Winnipeg to achieve transformative change in its journey of reconciliation [A]				
Number of internal requests for support [B]	109	122	N/A	N/A
Number of external requests for support [B]	67	103	N/A	N/A
Number of staff who participated in education and awareness opportunities [C]	489	675	675	675
Goal 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 [A]				
Number of youth participants	262	197	250	300
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens	24	41	32	32
Number of Accord partners (cumulative)	187	206	250	290
Number of attendees at IRD Events [D]	159	1,020	500	500
Goal 3: Embed Indigenous knowledge, protocols, and rights within the City of Winnipeg in the spirit of truth, reconciliation and collaboration [A]				
Number of policy, process, system or physical changes	2	6	5	5
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	40	61	43	43

[A] The service goal aligns to multiple OurWinnipeg goals.
[B] Not applicable as targets will vary each year and will be dependent on incoming requests.
[C] COVID-19 pandemic impacted education and awareness opportunities in 2020.
[D] This number is an estimate.

Organizational Performance Measurements

Benchmarking

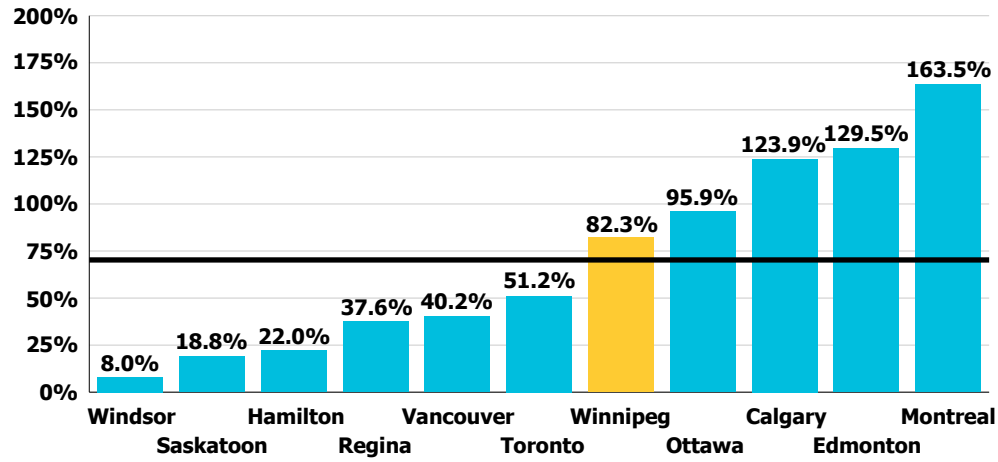
Credit Ratings - City Comparison (2021)

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	AAA
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 (2021)

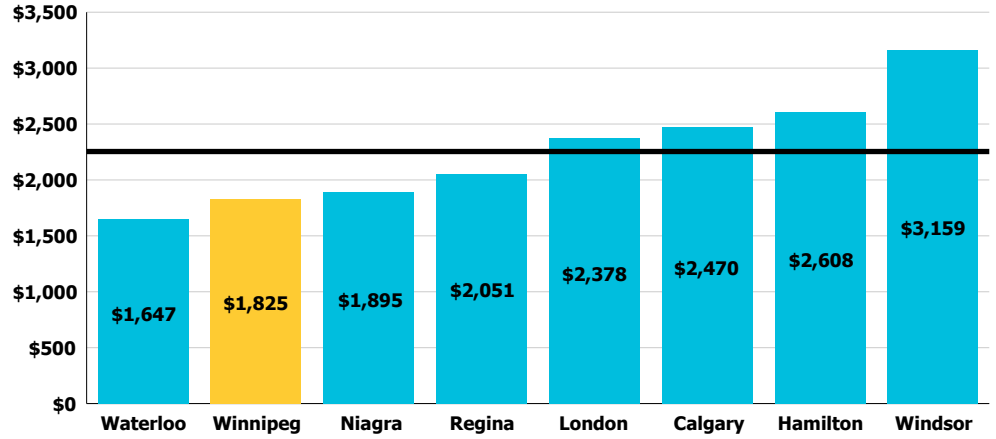


Winnipeg's direct debt as a percentage of operating revenues is above average (67.6%) when compared to other major Canadian cities.

	2017	2018	2019	2020	2021
Wpg. Trend	66.1%	64.5%	81.5%	85.8%	82.3%

Source: Standard & Poor's

Municipal Operating Costs per Capita (2021)



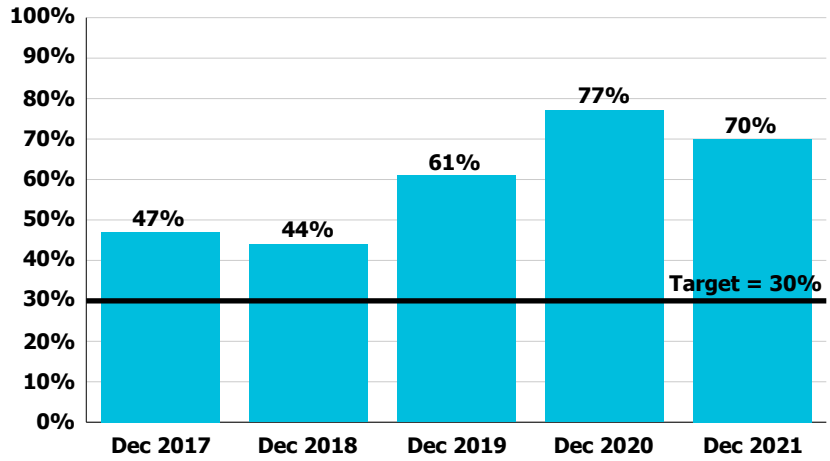
Winnipeg's municipal operating costs per capita is lower than the average ($2,254) when compared to other major Canadian cities.

	2017	2018	2019	2020	2021
Wpg. Trend	$1,725	$1,738	$1,804	$1,803	$1,825

Source: Municipal Benchmarking Network Canada (MUN050 / Population)

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.

Organizational Support Services

Contributing Departments

Corporate Finance	29 %
Human Resource Services	27 %
Legal Services	19 %
Chief Administrative Office	16 %
Customer Service & Communications	9 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget *	2023 Preliminary Budget	Expl
Service revenue	0.879	0.655	0.659	1.041	1.041	
Provincial funding (service specific)	0.084	0.070	0.080	0.080	0.080	
Revenues	**0.963**	**0.725**	**0.739**	**1.121**	**1.121**	**1**
Salaries and benefits	22.472	21.933	22.581	23.488	24.965	
Services	1.676	2.254	2.786	2.417	2.964	
Materials, parts and supplies	0.351	0.279	0.303	0.327	0.387	
Assets and purchases	0.047	0.141	0.145	0.137	0.116	
Grants, transfers and other	4.675	2.999	2.811	3.226	3.109	
Recoveries	(2.606)	(2.613)	(2.650)	(2.352)	(2.417)	
Operating expenses	**26.615**	**24.993**	**25.977**	**27.242**	**29.123**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	-	-	-	0.057	-	
Total Expenses	**26.615**	**24.993**	**25.977**	**27.299**	**29.123**	**2**
Mill Rate Support/(Contribution)	**25.652**	**24.268**	**25.238**	**26.179**	**28.002**	
Full-time Equivalent Positions	**219**	**217**	**223**	**221**	**221**	

*** 2022 Budget restated due to Assets and Project Management being transferred to the Property Asset Management - Tax Supported service.**

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

Decrease in administration charges	(0.116)
Increase in fees for legal services	0.097
Miscellaneous adjustments	0.019
	-

2 Expenses

Increase in salaries and benefits due to FTE changes, collective / contractual agreements and reclassifications, net of vacancy management	1.027
Increase in salaries and benefits due to funding for Neighbourhood Action Teams Initiative	0.450
Increase in legal services - external counsel	0.277
Increase in consulting services primarily due to implementation and administration of the Gaawijijigemangit Agreement - Municipal Development and Services Agreement for Naawi-Oodena (formerly referred to as Kapyong Barracks)	0.157
Decrease in debt and finance charges	(0.057)
Decrease in civic accommodations costs due to an adjustment to assigned office space	(0.113)
Miscellaneous adjustments	0.083
	1.824

Organizational Support Services

Full-time Equivalent Positions

No change in FTE as the net result of 2 added positions (Corporate Health Plan Officer at Human Resource Services Department and Team Lead at Contact Centre 311) offset by deleted Corporate Capital Accountant position at Corporate Finance Department (-1.00 FTE) and increase in vacancy management (-1.00 FTE).

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Chief Administrative Offices	Revenue	0.002	-	-	-	-
	Operating expenses	1.586	1.795	1.922	1.745	2.233
	Transfer to Capital	-	-	-	-	-
		1.585	1.795	1.922	1.745	2.233
Communications	Revenue	0.093	0.070	0.080	0.089	0.089
	Operating expenses	2.776	2.601	2.776	2.680	2.821
	Transfer to Capital	-	-	-	-	-
		2.684	2.531	2.696	2.591	2.732
Financial Management	Revenue	0.232	0.180	0.184	0.184	0.087
	Operating expenses	8.337	8.217	8.265	8.394	8.386
	Transfer to Capital	-	-	-	-	-
		8.105	8.038	8.081	8.211	8.299
Human Resource Services	Revenue	0.004	-	-	0.373	0.373
	Operating expenses	6.033	6.026	6.123	7.319	7.748
	Transfer to Capital	-	-	-	-	-
		6.029	6.026	6.123	6.946	7.376
Indigenous Relations	Revenue	0.002	-	-	-	-
	Operating expenses	1.964	1.894	1.890	2.271	2.490
	Transfer to Capital	-	-	-	-	-
		1.963	1.894	1.890	2.271	2.490
Legal Services	Revenue	0.631	0.475	0.475	0.475	0.572
	Operating expenses	5.917	4.459	5.001	4.890	5.446
	Transfer to Capital	-	-	-	-	-
		5.286	3.984	4.526	4.415	4.873
Mill Rate Support/(Contribution)		**25.652**	**24.268**	**25.238**	**26.179**	**28.002**

Innovation, Transformation and Technology

Description

The Innovation, Transformation, and Technology service enables City service delivery through the use of responsive innovation and technology services. In addition, the service facilitates digital service delivery through coordination of continuous improvement and innovation programming, and management of the City's information and technology assets. This service enables creation of a quality customer and employee experience through systemic, sustainable, and value-driven change for City services, processes, information, and technologies.

The key service is innovation and technology.

OurWinnipeg

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Enable a culture of innovation and learning in customer service delivery across the City				
Number of Innovation ideas received	42	11	25	50
Number of Innovation projects initiated	8	1	10	15
Goal 2: Empower our people to continually improve services and processes through data-driven decisions and responsive technology platforms				
Return on Investment attained on Innovation projects	$1.5 million	$1.3 million	$2.1 million	$1.8 million
Percentage of smartphones per Municipal FTE [A]	21.3%	19.7%	22.0%	23.0%
Laptops as a percentage of total devices [A]	20.7%	20.7%	22.0%	24.0%
Goal 3: 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	164	212	194	250
Number of visitor sessions to municipal website per capita [A]	11.03	11.98	12.00	12.20
Goal 4: Collaborate across the City and with partners to maintain high satisfaction with innovation and technology services				
Cumulative number of City Staff in Innovation network	175	175	250	325
City Departments' satisfaction with Innovation & Technology services [A]	90%	93%	94%	95%
Goal 5: Manage information and technology risks to maintain and create public value through the services the City provides				
Infrastructure condition	B-	B-	B-	B-
Innovation and Technology costs as a percentage of operating expenditures	1.51%	1.57%	1.75%	1.75%

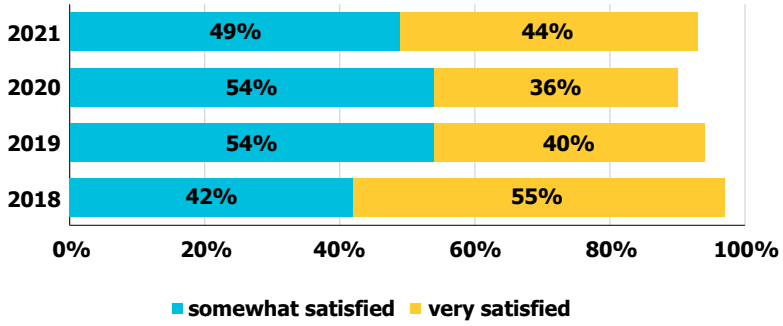
[A] Refer to comparison data on the following page.

Innovation, Transformation and Technology

Performance Measurements

Effectiveness Measurement

City Department's Satisfaction with Services (2021)



Client satisfaction continues to remain high based on ongoing survey results.

	2017	2018	2019	2020	2021
Total Satisfied	95%	97%	94%	90%	93%

Source: Innovation, Transformation and Technology Client Survey

Efficiency Measurement

Innovation and Technology costs as a percentage of operating expenditures

	2017*	2018*	2019	2020	2021
Cost as a percentage of operating expenditures	n/a	n/a	1.49%	1.51%	1.57%

* Prior to 2019 Innovation and Technology were included in Corporate Support Services along with Human Resource Services and Customer Service & Communications.

Innovation, Transformation and Technology

Contributing Department

Innovation and Technology 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.006	-	-	-	-	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.006**	**-**	**-**	**-**	**-**	**1**
Salaries and benefits	16.213	17.756	17.846	16.557	16.521	
Services	2.737	2.837	2.891	3.008	3.551	
Materials, parts, and supplies	2.704	3.789	3.931	3.510	3.234	
Assets and purchases	0.261	0.448	0.533	0.482	0.465	
Grants, transfers and other	2.613	2.168	2.074	0.608	2.121	
Recoveries	(4.225)	(4.571)	(5.841)	(4.424)	(4.361)	
Operating expenses	**20.303**	**22.428**	**21.434**	**19.741**	**21.531**	
Transfer to Capital	-	1.660	-	-	-	
Debt and finance charges	4.196	3.989	4.395	4.065	4.796	
Total Expenses	**24.499**	**28.077**	**25.829**	**23.806**	**26.327**	**2**
Mill Rate Support/(Contribution)	**24.493**	**28.077**	**25.829**	**23.806**	**26.327**	
Full-time Equivalent Positions	**157**	**166**	**167**	**156**	**153**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Deferral of spending in the 2022 budget for capital projects authorized in the 2020 and 2021 adopted budgets	1.520
Increase in debt and finance charges	0.731
Increase in professional fees primarily due to security assessment, incident monitoring and response	0.213
Increase in accommodation charges	0.097
Miscellaneous adjustments	(0.040)
	2.521

Full-time Equivalent Positions

Decrease of 3 FTEs due to a transfer of Desktop Support Services for Winnipeg Parking Authority to Public Works (1 FTE) and an increase in vacancy management (2 FTEs) (to fund Security Vulnerability Assessment Security Incident Monitoring and Response Service).

Innovation, Transformation and Technology

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Innovation	Revenue	-	-	-	-	-
	Operating expenses	0.970	2.203	0.287	0.397	-
	Transfer to Capital	-	-	-	-	-
		0.970	2.203	0.287	0.397	-
Innovation and Technology	Revenue	0.006	-	-	-	-
	Operating expenses	18.302	19.833	20.220	19.133	26.327
	Transfer to Capital	-	-	-	-	-
		18.296	19.833	20.220	19.133	26.327
Enterprise Transformation	Revenue	-	-	-	-	-
	Operating expenses	5.227	4.380	5.322	3.488	-
	Transfer to Capital	-	1.660	-	-	-
		5.227	6.040	5.322	3.488	-
Enterprise Architecture	Revenue	-	-	-	-	-
	Operating expenses	-	-	-	0.787	-
	Transfer to Capital	-	-	-	-	-
		-	-	-	0.787	-
Mill Rate Support/(Contribution)		**24.493**	**28.077**	**25.829**	**23.806**	**26.327**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2020 Actual	2021 Actual	2022 Forecast	2023 Preliminary Budget
- Comp, Critical Sys & Sup Res	2.467	3.521	2.852	1.808

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	4.978	10.696	15.674

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

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Improve ease of use and access to 311 through enhancing digital and self service options				
Total 311 interactions across all platforms [A] [B]	793,323	806,896	N/A	N/A
Percentage of interactions through phone [B]	79.32%	77.60%	80.00%	80.00%
Percentage of interactions through email [B]	15.05%	16.13%	12.50%	12.50%
Percentage of interactions through self service online	0.27%	0.79%	1.50%	1.50%
Percentage of interactions through mobile app [B] [C]	0.06%	N/A	N/A	N/A
Percentage of interactions in-person [B]	2.97%	3.25%	3.00%	3.00%
Percentage of interactions through social media	2.33%	2.23%	3.00%	3.00%
Goal 2: Decrease 311 wait time by improving access to information				
Average Talk Time (in minutes)	5:41	6:14	5:45	5:45
Average Wait Time (in minutes)	5:27	11:42	3:00	3:00
Number of 311 requests [A]	615,866	659,837	N/A	N/A
Service requests	45.27%	54.47%	50.00%	50.00%
Information requests	54.73%	45.53%	50.00%	50.00%
Goal 3: Improve service request routing and tracking to ensure accountability to citizens				
Total 311 French interactions across all platforms [A]	6,343	5,459	N/A	N/A
Percentage of interactions through phone	46.22%	93.95%	50.00%	50.00%
Percentage of interactions through email	3.26%	3.00%	2.00%	2.00%
Percentage of interactions through self service online	0.02%	0.07%	1.00%	1.00%
Percentage of interactions in-person [D]	50.50%	2.80%	46.50%	46.50%
Percentage of interactions through social media	N/A	0.18%	0.50%	0.50%
Number of complaints due to lack of availablity of French services at 311 [A]	14	9	N/A	N/A

[A] Not applicable as results will vary each year, and will be dependent on citizen's response and variables beyond 311's control.

[B] 2020 restated due to calculation error.

[C] Mobile app discontinued in fall 2020.

[D] In-person service at 170 Goulet St. was not available for 10.5 months in 2021 due to the COVID-19 pandemic.

Contact Centre - 311

Contributing Department

Customer Service and Communications 100 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.001	-	-	-	-	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.001**	**-**	**-**	**-**	**-**	**1**
Salaries and benefits	4.337	4.944	4.722	4.740	5.696	
Services	0.536	0.561	0.561	0.554	0.080	
Materials, parts, and supplies	0.016	0.109	0.109	0.101	0.098	
Assets and purchases	0.005	0.006	0.006	0.015	0.005	
Grants, transfers and other	0.431	0.417	0.430	0.443	0.905	
Recoveries	(1.519)	(1.517)	(1.519)	(1.521)	(1.524)	
Operating expenses	**3.805**	**4.521**	**4.310**	**4.332**	**5.260**	
Transfer to Capital	-	0.122	-	-	0.177	
Debt and finance charges	0.011	-	0.011	0.011	0.022	
Total Expenses	**3.816**	**4.643**	**4.320**	**4.343**	**5.459**	**2**
Mill Rate Support/(Contribution)	**3.815**	**4.643**	**4.320**	**4.343**	**5.459**	
Full-time Equivalent Positions	**73**	**80**	**75**	**74**	**74**	

Explanation of 2023 Change from 2022

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in funding to achieve improvement in the 311 service. Total increase of $1.1 million as noted on the total expenses line below.	0.871
Transfer to Capital	0.177
Miscellaneous adjustments	0.068
	1.116

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.277	0.790	1.067

Council Services

Audit

Description

The Audit Department provides independent, objective information, advice and assurance regarding performance of civic services in support of transparent, responsible, and accountable government. Reporting to the City's Audit Committee, the Department examines organizational performance, governance and allegations of fraud, waste or abuse to provide Council with reliable information to support informed decision-making.

OurWinnipeg



Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: To deliver value-added, cost-effective and innovative audit services and reports in accordance with the Council approved audit plan				
% Audit Plan Complete	93%	90%	100%	100%
% Audit Recommendations Accepted	100%	100%	95%	95%
Goal 2: To support the achievement of transparent, efficient and effective City government services				
Audit Projects Completed				
Assurance Projects	20	15	12	12
Advisory Projects	4	3	3	3
Investigation Projects [A]	139	91	100	100
Projects in Progress	16	13	12	12

[A] In 2021 there were 91 new Fraud & Waste Hotline reports containing 122 new allegations - 28 investigations were in progress and were carried over to 2022.

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.

Key services include audit, mayor & council, archives, and others - refer to Appendix 9 for the full listing of services.

OurWinnipeg

Leadership and Good Governance (*LG*)

Performance Reporting

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 1: Ensure citizen access and the ability to participate in the City of Winnipeg decision making process by posting online all Council and Committee meeting agendas, minutes and disposition of items, and live streaming all meetings				
Total Committee meetings held	208	225	231	231
Council / Standing Committee meetings held	87	100	97	97
Committee meeting videos - live streamed & posted	203	225	216	216
Appeal Committee hearings	75	113	87	87
Decision Making Information System documents posted	1,818	1,028	1,257	1,257
Decision Making Information System site page views	910,101	619,563	653,521	653,521
Goal 2: Increase access to records held by the City of Winnipeg Archives				
Records requested from Records Centre	936	767	853	853
Records requested from Archives	845	1,057	1,038	1,038
In-person visits to Archives	167	187	253	253
Mail and phone inquiries processed by Archives	841	976	911	911
Archival exhibits	3	10	6	6
Visits to Archives / Winnipeg in Focus Website	144,392	107,630	111,731	111,731

Council Services

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
Goal 3: Expand and diversify the collection of the City of Winnipeg Archives				
Records transferred to Archives / Records Centre (Boxes)	692	23	701	701
Digital records transferred to Archives	1.28TB	15.2GB	2TB	3TB
Goal 4: Promote openness and transparency by ensuring fair access to City records through the coordination of all requests for access to information under the Freedom of Information and Protection of Privacy Act (FIPPA)				
FIPPA requests processed	846	957	942	942
Percent of Formal Freedom of Information Requests, Extensions and 3rd Party Notices Handled within Legislated Timelines [A]	89%	92%	97%	97%
Goal 5: Facilitate the hearing of assessment appeals by the Board of Revision				
Board of Revision appeals filed	888	476	5,746	688
Board of Revision hearings	324	74	324	305

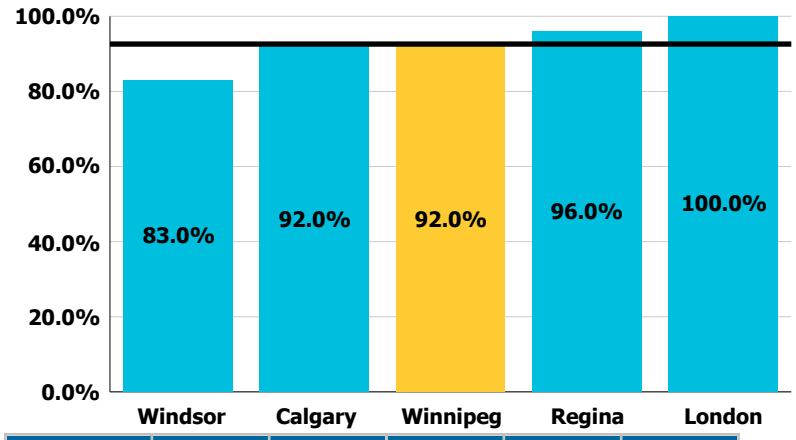
[A] Refer to benchmarking / comparison data on the next page.

Council Services

Performance Measurements

Effectiveness Measurement

Percent of Formal Freedom of Information Requests, Extensions and 3rd Party Notices Handled within Legislated Timelines (2021)



	2017	2018	2019	2020	2021
Wpg. Trend	95.0%	88.0%	84.0%	89.0%	92.0%

Source: Municipal Benchmarking Network Canada (CLKS475)

Winnipeg is comparable with average percentage (95%) of formal freedom of information requests, extensions and 3rd party notices handled within legislated timelines among cities being compared.

Council Services

Contributing Departments

City Clerk's	41 %
Council	33 %
Mayor's Office	11 %
Audit	9 %
Policy & Strategic Initiatives	6 %

Operating Budget (in millions of $)	2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget	Expl.
Service revenue	0.183	0.096	0.096	0.566	0.168	
Provincial funding (service specific)	-	-	-	-	-	
Revenues	**0.183**	**0.096**	**0.096**	**0.566**	**0.168**	**1**
Salaries and benefits	8.245	8.352	8.542	9.758	9.152	
Services	2.291	2.985	3.002	5.205	3.896	
Materials, parts, and supplies	0.135	0.174	0.174	0.254	0.175	
Assets and purchases	0.161	0.017	0.058	0.118	0.016	
Grants, transfers and other*	3.347	2.500	3.108	0.346	2.528	
Recoveries	(0.818)	(0.100)	(0.700)	(1.356)	(0.100)	
Operating expenses	**13.360**	**13.928**	**14.184**	**14.325**	**15.667**	
Transfer to Capital	-	-	-	-	-	
Debt and finance charges	0.114	0.104	0.114	0.137	0.182	
Total Expenses	**13.474**	**14.032**	**14.298**	**14.462**	**15.849**	**2**
Mill Rate Support/(Contribution)	**13.292**	**13.936**	**14.202**	**13.896**	**15.682**	
Full-time Equivalent Positions	**93**	**79**	**81**	**87**	**80**	

* *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 2023 Change from 2022

(in millions of $)

1 Revenues

Decrease due to Board of Revision assessment appeals filing fee revenue	(0.398)
	(0.398)

2 Expenses

Increase in amortization of 2022 Election expenditures	2.886
Increase in Councillor Ward Allowance	0.776
Increase in salaries and benefits	0.501
Decrease in salaries and benefits related to 2022 Election	(1.107)
Decrease in expenditures related to 2022 Election, net of related recoveries	(1.718)
Miscellaneous adjustments	0.049
	1.387

Full-time Equivalent Positions

Decrease of 7 FTEs within the City Clerks Department for election support positions (required for 2022 only).

Council Services

Service Detail Sub-services (in millions of $)		2021 Actual	2020 Budget	2021 Budget	2022 Budget	2023 Preliminary Budget
Auditing	Revenue	-	-	-	-	-
	Operating expenses	1.294	1.379	1.354	1.349	1.344
	Transfer to Capital	-	-	-	-	-
		1.294	1.379	1.354	1.349	1.344
Mayor and Council	Revenue	-	-	-	-	-
	Operating expenses	5.817	5.958	6.038	6.216	7.342
	Transfer to Capital	-	-	-	-	-
		5.817	5.958	6.038	6.216	7.342
Archives-City Clerks	Revenue	-	-	-	-	-
	Operating expenses	1.385	1.462	1.464	1.466	1.568
	Transfer to Capital	-	-	-	-	-
		1.385	1.462	1.464	1.466	1.568
Elections-City Clerks	Revenue	0.042	-	-	-	-
	Operating expenses	0.889	0.753	0.753	0.695	0.711
	Transfer to Capital	-	-	-	-	-
		0.847	0.753	0.753	0.695	0.711
Citizen Access and Appeals	Revenue	0.088	0.055	0.055	0.525	0.126
	Operating expenses	0.556	0.747	0.752	0.862	0.867
	Transfer to Capital	-	-	-	-	-
		0.468	0.692	0.697	0.337	0.741
Council Support-City Clerks	Revenue	0.053	0.041	0.041	0.041	0.041
	Operating expenses	2.946	2.913	3.118	3.070	3.117
	Transfer to Capital	-	-	-	-	-
		2.893	2.872	3.077	3.029	3.076
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.587	0.820	0.818	0.803	0.900
	Transfer to Capital	-	-	-	-	-
		0.587	0.820	0.818	0.803	0.900
Mill Rate Support/(Contribution)		**13.292**	**13.936**	**14.202**	**13.896**	**15.682**

Additional Financial Information

Capital Budget	2023 Preliminary Budget	2024-2028 Forecast	6 Year Total
(In millions of $)	0.100	0.550	0.650

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Appendices

Photo Credit: City of Winnipeg

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Operating Budget
Tax Supported Summary

	2020 Adopted Budget (Restated) [3, 4]	2021 Adopted Budget (Restated) [4]	2022 Adopted Budget	2023 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	4-year Avg. % [5]
Revenue:								
Property tax	$ 641,748,483	$ 664,716,502	$ 688,490,651	**$ 720,211,393**	$ 31,720,742	4.6	1	3.9
Property tax credits	(7,186,318)	(6,036,055)	(6,346,186)	**(6,263,610)**	82,576	(1.3)	1	(10.3)
Business tax	63,378,301	65,278,301	64,435,301	**66,939,254**	2,503,953	3.9	2	1.4
Business tax credits	(5,462,461)	(7,362,461)	(7,439,461)	**(8,027,000)**	(587,539)	7.9	2	7.2
Other taxation	27,375,934	26,325,183	28,284,933	**29,182,369**	897,436	3.2	3	3.0
Street renewal frontage levy	63,795,219	63,950,868	64,184,177	**82,574,142**	18,389,965	28.7	4	7.5
Government grants	146,406,021	149,127,228	150,794,416	**168,441,445**	17,647,029	11.7	5	4.1
Regulation fees	76,975,310	69,298,488	79,509,220	**80,285,835**	776,615	1.0	6	2.1
Sale of goods and services	54,388,605	50,867,180	51,816,854	**56,589,037**	4,772,183	9.2	7	1.4
Interest	7,198,482	7,517,655	7,317,524	**7,168,421**	(149,103)	(2.0)	8	4.3
Transfers from other funds	12,435,406	37,672,129	17,878,421	**23,710,550**	5,832,129	32.6	9	30.8
Utility dividends	34,586,983	35,680,697	37,277,778	**38,261,367**	983,589	2.6	10	2.8
Other	28,306,943	23,276,421	18,350,548	**23,220,558**	4,870,010	26.5	11	(2.1)
Total Revenue	**$ 1,143,946,908**	**$ 1,180,312,136**	**$ 1,194,554,176**	**$ 1,282,293,761**	**$ 87,739,585**	**7.3**		**3.4**
Expenditures: [1]								
Departmental Operating Expenditures:								
Police Service	$ 294,496,130	$ 301,150,523	$ 310,649,141	**$ 316,174,771**	$ 5,525,630	1.8	12	2.2
Public Works	151,783,775	153,188,938	154,145,461	**158,739,238**	4,593,777	3.0	13	1.1
Fire Paramedic Service	204,315,402	210,703,185	215,041,367	**219,950,897**	4,909,530	2.3	14	2.5
Community Services	106,877,631	109,857,764	111,144,961	**113,413,879**	2,268,918	2.0	15	1.9
Planning, Property and Development	34,006,060	34,441,153	34,581,998	**35,667,751**	1,085,753	3.1	16	1.5
Water and Waste	23,540,632	24,610,022	22,390,491	**23,980,552**	1,590,061	7.1	17	1.0
Street Lighting	12,408,965	13,302,456	13,814,850	**13,708,993**	(105,857)	(0.8)	18	1.2
Assessment and Taxation	18,416,150	14,600,727	18,579,249	**19,739,762**	1,160,513	6.2	19	0.0
Assets and Project Management	9,115,962	8,489,585	8,551,220	**8,564,625**	13,405	0.2	20	(1.5)
Innovation and Technology	22,427,575	21,433,687	21,260,501	**21,530,591**	270,090	1.3	21	(0.7)
City Clerks	12,820,109	12,027,157	11,981,509	**12,591,101**	609,592	5.1	22	(1.6)
Corporate Finance	8,217,443	8,264,896	8,337,291	**8,385,701**	48,410	0.6	23	0.1
Customer Service and Communications	7,121,822	7,085,406	7,011,985	**8,081,246**	1,069,261	15.2	24	(0.7)
Human Resource Services	6,026,331	6,122,946	7,319,069	**7,748,211**	429,142	5.9	25	6.6
Other departments	17,750,899	18,561,403	18,593,958	**21,104,357**	2,510,399	13.5	26	5.2
Sub-total Departmental	$ 929,324,886	$ 943,839,848	$ 963,403,051	**$ 989,381,675**	$ 25,978,624	2.7		1.8

Operating Budget
Tax Supported Summary

	2020 Adopted Budget (Restated) [3, 4]	2021 Adopted Budget (Restated) [4]	2022 Adopted Budget	2023 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	4-year Avg. % [5]
Corporate:				-				
Taxes	11,747,206	12,008,428	12,248,597	**12,493,569**	244,972			
Insurance and damage claims	3,900,814	4,256,988	4,575,226	**4,762,565**	187,339			
Contribution to Transit [2]	67,264,811	104,272,500	97,632,702	**102,077,220**	4,444,518			
Other	(12,666,654)	(27,544,428)	(23,723,822)	**(18,729,399)**	4,994,423			
Sub-total Corporate	$ 70,246,177	$ 92,993,488	**$ 90,732,703**	**$ 100,603,955**	$ 9,871,252	10.9	27	7.5
Total Operational Expenditures	**$ 999,571,063**	**$ 1,036,833,336**	**$ 1,054,135,754**	**$ 1,089,985,630**	**$ 35,849,876**	**3.4**		**2.2**
Capital related expenditures:								
Transfer to Capital	20,400,601	5,626,000	2,294,000	**5,916,000**	3,622,000			
Transfer to Regional Street Renewal Reserve	36,770,000	42,870,000	42,870,000	**51,170,000**	8,300,000			
Transfer to Local Street Renewal Reserve	41,270,000	47,370,000	47,370,000	**64,670,000**	17,300,000			
Transfer to Capital - Frontage Levy	10,000,000	10,000,000	10,000,000	**27,800,000**	17,800,000			
Debt and Finance Charges	35,935,244	39,258,110	39,750,530	**44,217,164**	4,466,634			
Capital Closure Surplus	-	(1,645,310)	(1,866,108)	**(1,465,033)**	401,075			
Total Capital Related Expenditures	$ 144,375,845	$ 143,478,800	$ 140,418,422	**$ 192,308,131**	$ 51,889,709	37.0		12.6
Total Expenditures	**$ 1,143,946,908**	**$ 1,180,312,136**	**$ 1,194,554,176**	**$ 1,282,293,761**	**$ 87,739,585**	**7.3**		**3.4**
	$ -	**$ -**	**$ -**	**$ -**	**$ -**			
		Year over Year Variance	**1.2%**	**7.3%**				

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 budget. The same calculation applies to utilities and special operating agencies.

Operating Budget

Tax Supported Revenue 2023 compared to 2022

Expl. No.	Explanations	Variance
1	**Property tax**	
	2023 property tax revenue reflects a mill rate of 12.900 and includes a 3.5% property tax increase: 2.33% property tax increase dedicated to road and transit infrastructure and 1.17% to operations.	**31,803,318**
2	**Business tax**	
	2023 business tax rate has been maintained at 4.84%. The small business tax credit program will provide a full rebate in 2023 to businesses with an annual rental value of $47,500 ($44,220 in 2022) or less.	**1,916,414**
3	**Other tax**	
	Increase in electricity and gas tax revenue.	779,000
	Increase in entertainment funding tax revenue to partially re-establish the 2022 budget reduction related to the impact of the COVID-19 pandemic.	300,000
	Net decrease in other taxation revenue.	(181,564)
	Total	**897,436**
4	**Street renewal frontage levy**	
	Increase in street renewal frontage levy revenue primarily due to rate increase to $6.95 per foot from $5.45 per foot in 2022 (rate - $17,800,000; volume - $589,965).	**18,389,965**
5	**Government grants**	
	Increase in inter-governmental funding - federal and provincial support.	17,778,798
	Increase in Provincial / Shared Health funding based on costs allocated to emergency medical services program.	858,462
	Decrease in Provincial Funding for Police Services - Guns and Gangs initiative (offset by expenditures in Police Service).	(1,240,000)
	Net increase in other grants.	249,769
	Total	**17,647,029**
6	**Regulation fees**	
	Net increase in building, electrical and mechanical revenue primarily due to inflationary increase.	682,059
	Increase in Municipal By-law Enforcement Act (MBEA) fines to align with historical actuals.	140,000
	Decrease in Board of Revision assessment appeals filing fee revenue.	(398,500)
	Net increase in other revenue.	353,056
	Total	**776,615**

Appendix 1

Operating Budget

Tax Supported Revenue 2023 compared to 2022

Expl. No.	Explanations	Variance
7	**Sale of goods and services**	
	Increase in Recreation Service revenue to re-establish budgets in 2023 for reductions in 2022 related to the impacts of the COVID-19 pandemic.	2,588,000
	Increase in ambulance revenue due to volume increases.	1,481,987
	Increase in environmental protection services due to implementation of new fee when fire service responds to fire at a vacant building.	240,000
	Increase in garbage cart fees due to inflationary increase.	153,400
	Increase general license revenue for the new Designated Growers of Medical Cannabis Licensing Program (Council April 28, 2022).	117,411
	Net increase in other sale of goods and services.	191,385
	Total	**4,772,183**
8	**Interest**	
	Decrease in short-term investment revenue.	**(149,103)**
9	**Transfers from other funds**	
	Increases / (decreases) in transfers from other funds:	
	- Financial Stabilization Reserve.	10,929,764
	- Insurance Reserve.	954,652
	- Municipal Accommodations.	566,687
	- Land Operating Reserve.	(3,000,000)
	- Economic Development Investment Reserve.	(1,774,314)
	- Insect Control Reserve.	(1,400,000)
	- Workers Compensation Reserve.	(500,000)
	- Net other transfers.	55,340
	Total	**5,832,129**
10	**Utility dividends**	
	Increase in utility dividend revenue relating to increase in water and sewer sales.	**983,589**
11	**Other**	
	Increase in Winnipeg Parking Authority dividend.	3,989,611
	Increase due to implementation of new fee when fire service responds to an assisted lift call (excluding non-managed dwelling).	823,000
	Net increase in other.	57,399
	Total	**4,870,010**

Operating Budget

Tax Supported Expenditures 2023 compared to 2022

Expl. No.	Explanations	Variance
12	**Police**	
	Increase in salaries and benefits.	4,368,153
	Increase in fleet lease and fuel costs including carbon tax.	875,079
	Increase in accommodation charges primarily for North District Station.	759,332
	Decrease in other operating supplies and other equipment.	(523,342)
	Net operational cost increase.	46,408
	Total operational expenditures increase net of capital related expenditures.	**5,525,630**
	Debt and finance charges.	1,344,438
	Total	**6,870,068**
13	**Public Works**	
	Net increase in salaries and benefits.	2,320,414
	Increase in fleet fuel and carbon tax not attributed to increased sidewalk clearing - mainly due to increased fuel price.	1,425,843
	Council approved budget increases related to sidewalk snow clearing and more effective snow fencing (includes salary and benefits of 1.0 FTE).	886,640
	Increase in insect control expenditures offset by Provincial recoveries.	771,000
	Increase in salaries and benefits related to Road Safety Strategic Action Plan (includes salary and benefits of 3.0 FTE).	281,908
	Increase in fleet capital and operating lease costs (excluding costs related to enhanced sidewalk snow clearing).	217,082
	Provincial recoveries for insect control activities.	(771,000)
	Reduction in internal landfill tipping fees.	(338,243)
	Net operational cost decrease.	(199,867)
	Total operational expenditures increase net of capital related expenditures.	**4,593,777**
	Transfer to Capital.	3,505,000
	Transfer to Capital - Frontage Levy.	17,800,000
	Transfer to Local Street Renewal Reserve.	17,300,000
	Transfer to Regional Street Renewal Reserve.	8,300,000
	Debt and finance charges.	1,511,617
	Total	**53,010,394**

Appendix 1

Operating Budget

Tax Supported Expenditures 2023 compared to 2022

Expl. No.	Explanations	Variance
14	**Fire Paramedic Service**	
	Increase in salaries and benefits.	4,569,761
	Increase in fleet fuel and carbon tax.	430,147
	Increase in medical and safety supplies.	300,000
	Decrease in clothing and uniforms.	(534,885)
	Net operational cost increase.	144,507
	Total operational expenditures increase net of capital related expenditures.	**4,909,530**
	Shared Health Capital Contribution.	(135,000)
	Debt and finance charges.	308,166
	Total	**5,082,696**
15	**Community Services**	
	Establish funding for alternative shelter spaces and related housing/street safety initiatives.	1,000,000
	Increase in grant to Assiniboine Park Conservancy.	649,000
	Increase in transfer to Animal Services Agency to re-establish to one-time decrease in 2022.	500,000
	Net increase in salaries and benefits including the addition of a Clerk C and Business Systems Analyst approved through the Designated Growers of Medical Cannabis Licensing Program report (Council April 28, 2022), partially offset by decreases due to Cindy Klassen Recreation Centre pool closure for maintenance and vacancies due to current labour market conditions.	300,509
	Increase in Universal Funding Formula grants to Community Centres in accordance with the Council approved report December 12, 2019, 3.9% in 2023 (note: 2% annually each year 2024 - 2026). A one-time top-up of $132,000 is included in 2023 based on estimated population increase from 2021 census.	291,000
	Continue funding for Downtown Community Safety Partnership.	250,000
	Decrease in building services charges.	(216,394)
	Decrease grant to General Council of Winnipeg Community Centers (GCWCC) Programming Grant Component by 50% in 2023 only.	(215,375)
	Decrease in non-professional services due to challenges engaging independent contracted program leaders for delivery of recreation programs.	(187,800)
	Net operational cost decrease.	(102,022)
	Total operational expenditures increase net of capital related expenditures.	**2,268,918**
	Debt and finance charges.	988,123
	Transfer to Capital.	75,000
	Total	**3,332,041**

Operating Budget

Tax Supported Expenditures 2023 compared to 2022

Expl. No.	Explanations	Variance
16	**Planning, Property and Development**	
	Net increase in salaries and benefits mainly due to addition of 5 permanent FTEs funded by incremental permit revenue and addition of 1.33 FTEs for cemeteries funded by Cemeteries Reserve.	747,593
	Transfer to Permit Reserve to invest increases in permit revenue back into improving permit service.	487,784
	Decrease in recovery from General Purpose Reserve using Federal Safe Restart program funding.	329,975
	Increase in recovery from Permit Reserve to offset the salaries and benefits costs for additional 5 FTEs.	(487,784)
	Net operational cost increase.	8,185
	Total operational expenditures increase net of capital related expenditures.	**1,085,753**
	Debt and finance charges.	534,633
	Total	**1,620,386**
17	**Water and Waste - Garbage Collection**	
	Increase in single family collection contracts.	1,265,465
	Increase in other collection contracts.	286,800
	Net operational cost increase.	37,796
	Total	**1,590,061**
18	**Street Lighting**	
	Net operational cost decrease.	**(105,857)**
19	**Assessment and Taxation**	
	Increase in grants mainly due to Canadian Museum for Human Rights (CMHR) as per Council directive (approval of tax payments to be converted to a grant to be paid directly to Friends of CMHR) partially offset by the elimination of the Minimum Municipal Services grant.	764,454
	Increase in salaries and benefits.	378,476
	Net operational cost increase.	17,583
	Total operational expenditures increase net of capital related expenditures.	**1,160,513**
	Debt and finance charges.	(171,790)
	Total	**988,723**

Appendix 1

Operating Budget

Tax Supported Expenditures 2023 compared to 2022

Expl. No.	Explanations	Variance
20	**Assets and Project Management**	
	Net operational cost increase.	**13,405**
21	**Innovation and Technology**	
	Increase in professional fees primarily due to security assessment, incident monitoring and response.	213,243
	Increase in accommodation charges.	96,768
	Net operational cost decrease.	(39,921)
	Total operational expenditures increase net of capital related expenditures.	**270,090**
	Transfer to Capital.	1,520,000
	Debt and finance charges.	731,120
	Total	**2,521,210**
22	**City Clerks**	
	Increase in amortization due to 2022 Election expenditures.	2,841,076
	Increase in grant to Winnipeg Arts Council.	400,000
	Decrease in expenditures related to 2022 Election, including salaries and benefits net of related external recoveries.	(2,825,653)
	Net operational cost increase.	194,169
	Total operational expenditures increase net of capital related expenditures.	**609,592**
	Debt and finance charges.	45,548
	Total	**655,140**
23	**Corporate Finance**	
	Net operational cost increase.	48,410
	Total operational expenditures increase net of capital related expenditures.	**48,410**
	Debt and finance charges.	(57,129)
	Total	**(8,719)**

Operating Budget

Tax Supported Expenditures 2023 compared to 2022

Expl. No.	Explanations	Variance
24	**Customer Service and Communications**	
	Increase in funding to achieve improvement in the 311 service. Total increase of $1.1 million as noted on the total expenses line below.	870,883
	Increase in salaries and benefits including a new 311 Team Lead position.	314,183
	Net operational cost decrease.	(115,805)
	Total operational expenditures increase net of capital related expenditures.	**1,069,261**
	Debt and finance charges.	11,227
	Transfer to Capital.	177,000
	Total	**1,257,488**
25	**Human Resource Services**	
	Increase in salaries and benefits.	350,221
	Net operational cost increase.	78,921
	Total	**429,142**
26	**Other departments**	
	Net increase in salaries and benefits (note: Executive Assistants' pension and other benefits are budgeted in this line).	835,893
	Increase in Councillor Ward Allowance (per ward: 2023 $136,649, 2022 $84,924).	775,875
	Increase in salaries and benefits due to funding for Neighbourhood Action Teams Initiative.	450,000
	Increase in legal services-external counsel.	276,863
	Resource for the Gaawijijigemangit Agreement - Municipal Development and Services Agreement for Naawi-Oodena (Kapyong Barracks).	150,000
	One-time investment to support Council's Strategic Priorities Action Plan in 2023.	87,212
	Net operational cost decrease.	(65,444)
	Total	**2,510,399**

Operating Budget

Tax Supported Expenditures 2023 compared to 2022

Expl. No.	Explanations	Variance
27	**Corporate**	
	Increase in provision for cost increases.	4,779,665
	Increase in contribution to transit (refer to variance explanation #11 under "Utility Operations" section of this appendix for additional information on Transit).	4,444,518
	Transfer to Permit Reserve.	2,000,000
	Increase in expenses due to one-time in-kind grant for Police/Fire Games.	500,000
	Increase in provincial payroll tax estimate.	244,972
	Increase in sick leave severance and special severance pay.	199,000
	Net Increase in insurance premiums, claims, and recoveries, based on recent experience, updated property list, and insurance industry outlook.	187,339
	Increase in efficiency savings $33,498,574 in 2023 in comparison to $30,806,379 in 2022.	(2,692,195)
	Net operational cost increase.	207,953
	Total operational expenditures increase net of capital related expenditures.	**9,871,252**
	Capital closure surplus.	(1,118,925)
	Debt and finance charges.	(779,319)
	Total	**7,973,008**

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Operating Budget
Utilities Summary

	2020 Adopted Budget (Restated)	2021 Adopted Budget (Restated)	2022 Adopted Budget	2023 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	4-year Avg. %
Municipal Accommodations								
Revenue	$ 72,407,149	$ 73,783,338	$ 73,441,004	**$ 74,213,895**	$ 772,891	1.1	1	0.6
Operating Expenditures	66,392,240	67,770,469	67,364,093	**67,985,714**	621,621	0.9	2	0.8
Surplus/(Deficit)	6,014,909	6,012,869	6,076,911	**6,228,181**	151,270			
Sewage Disposal [1]								
Revenue	196,497,356	203,354,215	211,243,296	**215,916,865**	4,673,569	2.2	3	2.6
Operating Expenditures	89,407,897	92,635,283	93,495,972	**96,240,212**	2,744,240	2.9	4	2.7
Surplus/(Deficit)	107,089,459	110,718,932	117,747,324	**119,676,653**	1,929,329			
Solid Waste Disposal [1]								
Revenue	46,859,815	50,728,964	51,483,355	**53,349,307**	1,865,952	3.6	5	4.2
Operating Expenditures	47,368,000	48,622,049	50,258,755	**52,415,291**	2,156,536	4.3	6	2.0
Surplus/(Deficit)	(508,185)	2,106,915	1,224,600	**934,016**	(290,584)			
Waterworks [1]								
Revenue	134,432,919	138,090,524	145,071,501	**149,864,540**	4,793,039	3.3	7	3.5
Operating Expenditures	70,846,612	72,098,888	73,583,906	**94,335,837**	20,751,931	28.2	8	8.0
Surplus/(Deficit)	63,586,307	65,991,636	71,487,595	**55,528,703**	(15,958,892)			
Land Drainage								
Revenue	4,958,478	4,987,872	5,090,042	**5,126,764**	36,722	0.7	9	(2.5)
Operating Expenditures	4,637,923	4,666,955	4,770,532	**4,807,260**	36,728	0.8	10	(0.6)
Surplus/(Deficit)	320,555	320,917	319,510	**319,504**	(6)			
Transit								
Revenue	206,242,754	207,407,810	212,314,166	**238,630,921**	26,316,755	12.4	11	4.1
Operating Expenditures	184,210,510	185,220,658	186,501,401	**209,828,230**	23,326,829	12.5	12	3.7
Surplus/(Deficit)	22,032,244	22,187,152	25,812,765	**28,802,691**	2,989,926			

Operating Budget
Utilities Summary

	2020 Adopted Budget (Restated)	2021 Adopted Budget (Restated)	2022 Adopted Budget	2023 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	4-year Avg. %
Total								
Revenue	661,398,471	678,352,723	698,643,364	**737,102,292**	**38,458,928**	**5.5**		3.1
Operating Expenditures [2, 3]	462,863,182	471,014,302	475,974,659	**525,612,544**	**49,637,885**	**10.4**		3.5
Capital related and dividend expenditures:								
Debt and Finance Charges	39,577,223	41,984,528	43,023,154	**44,550,361**	1,527,207			
Transfer to Watermain Renewal Reserve	19,500,000	19,500,000	19,500,000	**16,000,000**	(3,500,000)			
Transfer to Water Meter Renewal Reserve	4,663,890	7,884,358	10,613,644	**13,863,610**	3,249,966			
Transfer to Landfill Rehabilitation Reserve	302,390	305,080	305,070	**304,970**	(100)			
Transfer to Sewer Rehabilitation Reserve	18,000,000	16,000,000	17,000,000	**17,000,000**	-			
Transfer to Environmental Projects Reserve	17,049,749	20,195,055	100,191,804	**20,189,031**	(80,002,773)			
Transfer to Land Drainage Fund	9,391,978	8,297,872	13,590,042	**8,138,164**	(5,451,878)			
Transfer to Southwest Rapid Transit Payment Reserve	9,095,000	11,108,000	13,187,000	**15,332,000**	2,145,000			
Transfer to Capital	3,974,000	1,056,000	1,506,000	**1,089,000**	(417,000)			
Total Capital Related Expenditures	121,554,230	126,330,893	218,916,714	**136,467,136**	**(82,449,578)**	**(37.7)**		0.7
Dividend Transfer to General Revenue Fund	34,586,983	35,680,697	37,277,778	**38,261,367**	983,589			
Total Expenditures	619,004,395	633,025,892	732,169,151	**700,341,047**	**(31,828,104)**	**(4.3)**		1.0
Surplus/(Deficit)	$ 42,394,076	$ 45,326,831	$ (33,525,787)	**$ 36,761,245**	**$ 70,287,032**			

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 2023 compared to 2022

Expl. No.	Explanations	Variance
	Municipal Accommodations	
1	**Revenue Changes:**	
	Increase in transfers from tax supported departments for facility costs.	951,252
	Decrease in transfer from Community Services for facilities operation and maintenance.	(216,394)
	Net increase in transfers from other funds for facility costs.	38,033
	Total	**$772,891**
2	**Expenditure Changes:**	
	Increase in salaries and benefits.	741,951
	Increase in the provision to the General Revenue Fund.	588,948
	Increase in utilities due to inflation and projected rate changes and real property repairs and maintenance due to aging facilities.	588,923
	Adjustment in costs for maintenance of major building systems (plumbing, heating, roof, elevator, filters, grounds, overhead doors) and maintenance materials.	(1,146,274)
	Decrease in maintenance materials due to a 3% reduction in facility maintenance for Community Services Department in 2023.	(216,394)
	Miscellaneous adjustments.	64,467
	Total operational expenditures increase net of capital related expenditures.	**$621,621**
	Debt and finance charges.	118,270
	Transfer to Capital.	33,000
	Total	**$772,891**
	Variance.	-

Note: The Municipal Accommodations fund does not accrue retained earnings.

Appendix 1

Operating Budget

Utilities 2023 compared to 2022

Expl. No.	Explanations	Variance
	Sewage Disposal	
3	**Revenue Changes:**	
	Increase in sewer services revenue as per approved water and sewer rate report.	4,422,376
	Increase in earnings on sinking fund.	109,270
	Miscellaneous adjustments.	141,923
	Total	**$4,673,569**
4	**Expenditure Changes:**	
	Increase in chemicals due to volume and price increases.	1,653,400
	Increase in salaries and benefits.	754,771
	Increase municipal property taxes.	535,887
	Increase in utilities.	360,400
	Increase in hauling.	278,700
	Elimination of large volume sewer discounts (from 10% in 2022).	(1,039,000)
	Miscellaneous adjustments.	200,082
	Total operational expenditures increase net of capital related expenditures.	**$2,744,240**
	Debt and finance charges.	(174,593)
	Transfer to Water Meter Renewal Reserve.	1,624,983
	Transfer to Environmental Projects Reserve.	(80,002,773)
	Transfer to Land Drainage Fund.	(5,451,878)
	Dividend transfer to General Revenue Fund.	486,922
	Total	**($80,773,099)**
	Variance.	$85,446,668

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 unforeseen expenditures or shortfalls in revenue. Retained earnings audited balance at December 31, 2021 is $151.4 million (appropriated $161.6 million, unappropriated deficit $10.2 million). The 2023 budgeted dividend to General Revenue Fund is $22.386 million.

Operating Budget

Utilities 2023 compared to 2022

Expl. No.	Explanations	Variance
	Solid Waste Disposal	
5	**Revenue Changes:**	
	Increase in commercial tipping revenue.	1,184,050
	Increase in waste diversion revenue due to inflationary rate increase.	623,160
	Increase in funding from Multi-Material Stewardship Manitoba.	50,000
	Miscellaneous adjustments.	8,742
	Total	**$1,865,952**
6	**Expenditure Changes:**	
	Increase in single family blue cart collection.	507,700
	Increase in transfer to General Revenue Fund for internal tipping fees.	345,800
	Increase in recyclables processing.	250,000
	Increase in leaf and yard waste collection.	250,000
	Increase in fuel and carbon tax.	240,963
	Increase in non-professional services primarily due to heavy equipment costs.	235,500
	Increase in salaries and benefits.	195,238
	Miscellaneous adjustments.	131,335
	Total operational expenditures increase net of capital related expenditures.	**$2,156,536**
	Debt and finance charges.	50,416
	Transfer to Landfill Rehabilitation Reserve.	(100)
	Total	**$2,206,852**
	Increase in deficit.	($340,900)

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 unforeseen expenditures or shortfalls in revenue. Retained earnings audited balance at December 31, 2021 is $16.7 million (appropriated $3.8 million, unapproriated $12.9 million).

Appendix 1

Operating Budget

Utilities 2023 compared to 2022

Expl. No.	Explanations	Variance
	Waterworks	
7	**Revenue Changes:**	
	Increase in water sales as per approved water and sewer rate report.	4,519,516
	Increase in earnings on sinking fund.	238,194
	Miscellaneous adjustments.	35,329
	Total	**$4,793,039**
8	**Expenditure Changes:**	
	Transfer to Financial Stabilization Reserve.	15,000,000
	Increase in chemicals due to volume and price increases.	2,520,000
	Increase in salaries and benefits.	1,743,276
	Increase in street cut restoration services.	1,503,700
	Increase in utilities.	138,600
	Increase in recoveries.	(549,091)
	Miscellaneous adjustments.	395,446
	Total operational expenditures increase net of capital related expenditures.	**$20,751,931**
	Debt and finance charges.	238,194
	Transfer to Watermain Renewal Reserve.	(3,500,000)
	Transfer to Water Meter Renewal Reserve.	1,624,983
	Dividend transfer to General Revenue Fund.	496,667
	Total	**$19,611,775**
	Decrease in surplus.	($14,818,736)

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 unforeseen expenditures or shortfalls in revenue. Retained earnings audited balance at December 31, 2021 is $53.3 million. The 2023 budgeted dividend to General Revenue Fund is $15.875 million.

Operating Budget

Utilities 2023 compared to 2022

Expl. No.	Explanations	Variance
	Land Drainage	
	9 Revenue Changes:	
	Increase in transfer from Sewage Disposal.	33,122
	Miscellaneous adjustments.	3,600
	Total	**$36,722**
	10 Expenditure Changes:	
	Miscellaneous adjustments.	36,728
	Total operational expenditures increase net of capital related expenditures.	**$36,728**
	Debt and finance charges.	(6)
	Total	**$36,722**
	Variance	-

Appendix 1

Operating Budget

Utilities 2023 compared to 2022

Expl. No.	Explanations	Variance
Transit		
11	**Revenue Changes:**	
	Increase in fare revenue to partially re-establish the 2022 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2023.	15,637,335
	Increase in Provincial funding to implement safety and security measures.	5,000,000
	Increase in transfer from General Revenue Fund.	4,444,517
	Transfer from Southwest Rapid Transitway Corridor Reserve.	1,100,000
	Transfer from Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve.	114,848
	Miscellaneous adjustments.	20,055
	Total	**$26,316,755**
12	**Expenditure Changes:**	
	Increase in fuel costs.	9,800,855
	Increase in Transit safety initiatives.	5,000,000
	Increase in salary and benefits.	4,803,630
	Increase in Transit Plus contracts.	1,710,679
	Decrease in expenditure management.	975,000
	Increase in bus, automotive and other parts.	368,697
	Decrease in motive equipment.	215,000
	Miscellaneous adjustments.	452,968
	Total operational expenditures increase net of capital related expenditures.	**$23,326,829**
	Debt and finance charges.	1,294,926
	Transfer to Southwest Rapid Transitway Payment Reserve.	2,145,000
	Transfer to Capital.	(450,000)
	Total	**$26,316,755**
	Variance	-

Note: The audited unappropriated retained earnings balance at December 31, 2021 is $3.1 million.

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Operating Budget
Special Operating Agencies Summary

	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	4-year Avg. %
Fleet Management								
Revenue	$ 50,963,279	$ 50,229,160	$ 49,291,898	**$ 53,840,921**	$ 4,549,023	9.2	1	2.6
Operating Expenditures	32,620,265	32,681,941	33,252,669	**37,679,354**	4,426,685	13.3	2	4.5
Surplus/(Deficit)	18,343,014	17,547,219	16,039,229	**16,161,567**	122,338			
Parking Authority								
Revenue	23,857,547	16,843,581	18,395,330	**20,919,700**	2,524,370	13.7	3	(3.8)
Operating Expenditures	17,076,651	16,457,062	16,096,231	**17,392,096**	1,295,865	8.1	4	(5.9)
Surplus/(Deficit)	6,780,896	386,519	2,299,099	**3,527,604**	1,228,505			
Golf Services								
Revenue	3,183,537	3,346,619	3,736,896	**3,700,251**	(36,645)	(1.0)	5	5.4
Operating Expenditures	2,398,441	2,383,362	2,509,877	**2,921,271**	411,394	16.4	6	3.8
Surplus/(Deficit)	785,096	963,257	1,227,019	**778,980**	(448,039)			
Animal Services								
Revenue	3,386,586	3,901,336	3,416,086	**4,000,779**	584,693	17.1	7	5.6
Operating Expenditures	3,742,803	3,746,199	3,935,020	**4,012,610**	77,590	2.0	8	1.4
Surplus/(Deficit)	(356,217)	155,137	(518,934)	**(11,831)**	507,103			
Total								
Revenue	81,390,949	74,320,696	74,840,210	**82,461,651**	**7,621,441**	10.2		0.6
Operating Expenditures [1]	55,838,160	55,268,564	55,793,797	**62,005,331**	**6,211,534**	11.1		0.6
Capital related expenditures:								
Debt and Finance Charges	1,697,562	1,468,077	1,225,705	**1,539,556**	313,851			
Depreciation and Amortization	16,625,544	16,516,290	15,834,833	**15,995,649**	160,816			
Total Capital Related Expenditures	18,323,106	17,984,367	17,060,538	**17,535,205**	474,667	2.8		(0.6)
Dividend Transfer to General Revenue Fund	11,141,753	6,176,564	1,302,757	**5,292,368**	3,989,611			
Total Expenditures	85,303,019	79,429,495	74,157,092	**84,832,904**	10,675,812	14.4		(0.9)
Surplus/(Deficit)	$ (3,912,070)	$ (5,108,799)	$ 683,118	**$ (2,371,253)**	**$ (3,054,371)**			

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

Appendix 1

Operating Budget

Special Operating Agencies 2023 compared to 2022

Expl. No.	Explanations	Variance
Fleet Management		
1	**Revenue Changes:**	
	Increase in fuel sales due to projected rates inclusive of carbon tax.	3,397,013
	Increase in services and parts revenue.	544,696
	Increase in fleet leases primarily due to Snow Clearing and Ice Control Policy.	514,275
	Increase in rentals.	93,039
	Total revenue changes	**$4,549,023**
2	**Expenditure Changes:**	
	Increase in fuel expense due to projected rates inclusive of carbon tax.	3,180,323
	Increase in services expense.	716,269
	Increase in salaries and benefits.	479,597
	Miscellaneous adjustments.	50,496
	Total operational expenditures increase net of capital related expenditures	**$4,426,685**
	Debt and finance charges.	367,759
	Depreciation and amortization.	232,628
	Total expenditure changes	**$5,027,072**
	Variance	($478,049)

Note: The 2023 budgeted dividend to General Revenue Fund is $0.09 million.

Operating Budget

Special Operating Agencies 2023 compared to 2022

Expl. No.	Explanations	Variance
	Parking Authority	
3	**Revenue Changes:**	
	Increase in all revenue to partially re-establish the 2022 budget reduction related to the impact of the COVID-19 pandemic, recognizing the ongoing impacts of COVID-19 will continue into 2023.	1,882,000
	Increase in Municipal By-law Enforcement Act (MBEA) non-parking incremental revenue.	225,729
	Inflationary increase in parking permits and casual parking rates.	176,870
	Increase in enforcement revenue for the Residential Parking Ban and Annual Winter Route towing policy.	135,529
	Miscellaneous adjustments.	104,242
	Total revenue changes	**$2,524,370**
4	**Expenditure Changes:**	
	Increase in parking enforcement services due to 2022 budget adjustment for COVID-19 impact.	900,000
	Increase in salaries and benefits including the addition of two permanent Screening Officer positions.	496,322
	Miscellaneous adjustments.	(100,457)
	Total operational expenditures increase net of capital related expenditures.	**$1,295,865**
	Amortization.	(86,077)
	Dividend Transfer to General Revenue Fund.	3,989,611
	Total expenditure changes	**$5,199,399**
	Variance	($2,675,029)

Note: The 2023 budgeted dividend to General Revenue Fund is $5.20 million.

Appendix 1

Operating Budget

Special Operating Agencies 2023 compared to 2022

Expl. No.	Explanations	Variance
	Golf Services	
5	**Revenue Changes:**	
	Miscellaneous adjustments.	(36,645)
	Total revenue changes	**($36,645)**
6	**Expenditure Changes:**	
	Increase in rentals, other equipment servicing and allocated departmental cost due to operational requirements.	232,959
	Increase in purchases for resale, other operating supplies, motive fuels and chemicals due to operational requirements.	104,156
	Increase in salaries and benefits.	54,318
	Miscellaneous adjustments.	19,961
	Total operational expenditures increase net of capital related expenditures	**$411,394**
	Debt and finance charges.	(53,908)
	Depreciation.	14,265
	Total expenditure changes	**$371,751**
	Decrease in surplus.	($408,396)

Operating Budget

Special Operating Agencies 2023 compared to 2022

Expl. No.	Explanations	Variance
	Animal Services	
7	**Revenue Changes:**	
	Increase in transfer from General Revenue Fund.	500,000
	Miscellaneous adjustments.	84,693
	Total revenue changes	**$584,693**
8	**Expenditure Changes:**	
	Increase in salaries and benefits.	72,750
	Miscellaneous adjustments.	4,840
	Total expenditure changes	**$77,590**
	Decrease in deficit.	$507,103

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Appendix 2

Changes in Grants/Payments

Grants by Category (2023 budget update)[1]	2020	2021	2022	2023
Operating Cash Grants and Contributions	42,391,295	42,657,525	43,535,725	45,223,014
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	27,581,272
Total Grants	**69,266,442**	**75,281,640**	**76,895,722**	**81,351,495**

Grants by Category (2022 budget update)	2020	2021	2022	2023
Operating Cash Grants and Contributions	42,391,295	42,657,525	43,535,725	44,124,955
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
2022 Budget Update Total Grants	69,266,442	75,281,640	76,895,722	66,878,036
Variance	**-**	**-**	**-**	**14,473,459**

Variance - Increase/(Decrease) from the 2022 budget update:

Operating Cash Grants and Contributions	
Alternative shelter spaces and related housing/street safety initiatives	1,000,000
Assiniboine Park Conservancy	192,000
Canadian Museum for Human Rights - Municipal Property Tax Rebate	1,058,434
Community Centres	253,000
Downtown Community Safety Partnership	250,000
Exchange District Biz - Transit shelter cleanliness	5,000
General Council of Winnipeg Community Centres	(215,375)
Minimal Municipal Services	(295,000)
Transcona Historical Museum Inc.	50,000
True North - Refund of Entertainment Funding Tax	(1,600,000)
Winnipeg Arts Council	400,000
Grants from Reserves	
Economic Development Grants	240,425
Downtown Residential Development Grant Program	(76,788)
Gail Parvin Hammerquist - Centre Venture	454,054
Heritage Conservation Grant Program By Law 2018/63	(12,770)
Live Downtown - Rental Development Grant Program	3,633
Neighbourhood/Downtown Multiple-Family Mixed use Building Grant Program	(1,921)
Rapid Housing Initiative Program	11,768,767
Winnipeg Convention Centre - payment to pay down city commitment of $8 million	1,000,000
	14,473,459

Note:

1. See Supplement to the 2023 Preliminary Budget for full listing of grants/payments.

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Reserves - Budget Summary

(in $000's)	2022 Forecast	2023 Preliminary Revenue	Expenditures			Net Income	Estimated Closing Balance *
			Debt and Finance	Other	Total Expenses		
Stabilization Reserve							
Financial Stabilization	5,240	10,748	117	2,070	2,187	8,561	13,801
Subtotal	5,240	10,748	117	2,070	2,187	8,561	13,801
Capital Reserves							
Canada Community-Building Fund	14,373	48,617	-	51,599	51,599	(2,982)	11,391
Climate Action [1]	-	665	5	660	665	-	-
Computer, Critical Systems and Support	2,852	1,209	12	2,241	2,253	(1,044)	1,808
Environmental Projects	181,671	20,689	300	51,350	51,650	(30,961)	150,710
Landfill Rehabilitation	4,272	394	8	2,331	2,339	(1,945)	2,327
Local Street Renewal	712	64,680	1,932	62,852	64,784	(104)	608
Regional Street Renewal	297	51,174	1,333	49,888	51,221	(47)	250
Sewer System Rehabilitation	4,416	17,007	5	19,759	19,764	(2,757)	1,659
Southwest Rapid Transit Corridor	1,298	19	5	1,100	1,105	(1,086)	212
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	13,061	15,524	53	14,115	14,168	1,356	14,417
Transit Bus Replacement	29	1	-	-	-	1	30
Transit Infrastructure [2]	-	-	-	-	-	-	-
Waste Diversion	10,390	50	13	2,537	2,550	(2,500)	7,890
Water Main Renewal	13,482	16,035	25	17,836	17,861	(1,826)	11,656
Water Meter Renewal	23,301	14,179	84	-	84	14,095	37,396
Subtotal	270,154	250,243	3,775	276,268	280,043	(29,800)	240,354
Special Purpose Reserves							
Brookside Cemetery[3]	18,844	828	86	346	432	396	19,239
St. Vital Cemetery[3]	1,418	72	8	16	24	48	1,466
Transcona Cemetery[3]	1,048	57	6	13	19	38	1,085
Commitment	3,431	3,653	-	3,431	3,431	222	3,653
Contributions in Lieu of Land Dedication	12,378	4,378	47	4,071	4,118	260	12,639
Destination Marketing	2,801	10,040	2,193	8,450	10,643	(603)	2,198
Economic Development Investment	8	2,800	2	2,798	2,800	-	8
General Purpose	1,490	7	2	1,167	1,169	(1,162)	328
Heritage Investment	846	1,586	4	1,585	1,589	(3)	844
Housing Rehabilitation Investment	3,919	12,790	6	15,279	15,285	(2,495)	1,424
Insect Control	1,110	8	2	1,100	1,102	(1,094)	16
Insurance	3,823	73	20	955	975	(902)	2,921
Land Operating	12,627	17,214	61	8,059	8,120	9,094	21,721
Multiple-Family Dwelling Tax Investment	784	4,689	3	4,971	4,974	(285)	499
Permit[4]	-	2,488	-	2,488	2,488	-	-
Transformative [5]	-	-	-	-	-	-	-
Workers Compensation	3,339	1,581	17	1,518	1,535	46	3,385
Subtotal	67,866	62,264	2,457	56,247	58,704	3,560	71,426
Total	**343,260**	**323,255**	**6,349**	**334,585**	**340,934**	**(17,679)**	**325,581**

* Estimated closing balance may not result in the 2022 Forecast plus revenue less expenditures due to rounding.

Appendix 3

Reserves - Budget Summary

Notes:

1 Further to Council approval on March 24, recommendation that the name, Climate Action Reserve, and the purpose of the reserve be established to:
i. Fund climate action initiatives in alignment with the City's strategic plans to meet the goal of net zero emissions. These initiatives will focus on studies, analysis and the development of policies, strategies and procedures relating to climate action, and ii. Fund the Climate Action Streering Committee.

2 Recommendation that, effective January 1, 2026, the Transit Infrastructure Reserve be funded through an annual 0.33% property tax increase for the years 2026, 2027 and 2028, and the purpose of the reserve be expanded to include:
i. Transit infrastructure, including but not limited to, bus rolling stock and related charging infrastructure; ii. Land acquisition; and iii. Associated costs.

3 March 2023 Council enact amendments to the Cemetery By-law 130/2007 to allow for up to 75% of the yearly earnings from the Perpetual Maintenance Reserve Funds to be utilized to undertake improvements or maintenance in cemeteries

4 Potential changes to the Permit Reserve in order to implement service and system changes necessitated by Bills 34, 37 and 38.

5 Anticipating a net loss from one eligible project, which will be held in the Land Operating Reserve.

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Appendix 4A

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

Transfers from Other Funds	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Preliminary Budget	Variance
Financial Stabilization Reserve[1,3]	$ (5,380,067)	$ 20,252,187	$ (6,313,816)	$ 4,615,948	$ 10,929,764
Insect Control Reserve[1]	2,000,000	1,600,000	2,500,000	1,100,000	(1,400,000)
Insurance Reserve [1]	-	-	-	954,652	954,652
Workers Compensation Reserve[1]	-	1,000,000	500,000	-	(500,000)
Economic Development Investment Reserve[1]	-	2,000,000	2,186,000	411,686	(1,774,314)
Perpetual Maintenance Reserve	311,351	318,709	322,286	375,962	53,676
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	3,235,000	(3,000,000)
Destination Marketing Reserve	82,416	83,470	85,289	86,953	1,664
Municipal Accommodations	11,024,706	11,020,763	11,201,662	11,768,349	566,687
Total	**$ 12,435,406**	**$ 37,672,129**	**$ 17,878,421**	**$ 23,710,550**	**$ 5,832,129**
Transit Reserve transfers to Transit Fund 442:					
Transit Bus Replacement Reserve[1]	$ -	$ 1,200,000	$ -	$ -	$ -
Southwest Rapid Transit Corridor Reserve[1]	-	900,000	-	1,100,000	1,100,000
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve[1,4]	-	-	585,152	700,000	114,848

Waste Diversion Reserve transfer of $660,000 to Climate Action Reserve included in 2023 reserves budget.

Notes:

1. One-time transfers from reserves: 5,000,000 6,700,000 21,186,000 11,882,286
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 transfer is to pay for the debt and finance charges for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project and not part of the one-time transfer.

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

Transfers to Other Funds	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Preliminary Budget	Variance
General Capital Fund - Transfer to Capital	$ 18,872,000	$ 2,986,690	$ (293,108)	$ 3,864,967	$ 4,158,075
General Capital Fund - Frontage Levies	10,000,000	10,000,000	10,000,000	27,800,000	17,800,000
General Capital Fund - Shared Health	1,528,601	994,000	721,000	586,000	(135,000)
Local Street Renewal Reserve	41,270,000	47,370,000	47,370,000	64,670,000	17,300,000
Regional Street Renewal Reserve	36,770,000	42,870,000	42,870,000	51,170,000	8,300,000
Transit Subsidy	67,264,811	104,272,500	97,632,702	102,077,220	4,444,518
Golf Services	729,777	729,777	-	-	-
Animal Services	771,219	1,271,219	771,219	1,271,219	500,000
Perpetual Maintenance Reserves	163,461	166,731	167,685	178,567	10,882
Computer, Critical Systems and Support Reserve	1,459,654	1,257,081	1,266,395	1,167,836	(98,559)
General Purpose Reserve	100,000	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	68,667,278	69,425,470	758,192
Waterworks System	80,143	80,960	82,364	83,625	1,261
Permit Reserve	-	-	-	2,487,784	2,487,784
Total	**$ 247,666,163**	**$ 282,174,033**	**$ 270,355,535**	**$ 325,782,688**	**$ 55,427,153**

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Appendix 5A

Cash to Capital Surpluses - 2022 Capital Review
Tax Supported Summary

	2022
Total for tax supported departments	
Balance prior to cash to capital surpluses from 2022 capital review	$ 23,795
Cash to capital surpluses from 2022 capital review, includes $504,873 Frontage Levy Surplus (see detailed list on the following pages)	1,555,032
Capital Surplus - 2017 Transit Garage Expansion Project	725,000
Capital Surplus - 2020 Heated Bus Shelter Program	1,200,000
Total Capital Surpluses after 2021 Capital Review	**$ 3,503,828**
Use of Cash to Capital Surpluses	
Amount to be utilized to reduce Public Works tax supported operating budget	504,873
Amount to be transferred to the Land Dedication Reserve - St. Vital Ward[1]	90,000
Amount to be utilized to reduce transfer to General Capital Fund in the 2023 tax supported operating budget	960,160
Amount to be utilized to reduce tax supported operating budget	1,925,000
Amount retained in Corporate non-specified capital account[2]	23,795
Total	**$ 3,503,828**

Notes:

1. Surplus funds are related to the Ron Duhamel Tennis/Pickleball Courts and Shirley Render Park Pathways projects, from the 2020 Golf Lands Repurposing Review and Recreation Amenities capital program. Funds are to be transferred to the Land Dedication Reserve for use in the St. Vital ward.

2. 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 - 2022 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Traffic Signals Loops	2019	17
Wellington Crescent-Riverbank Stabilization	2020	267,453
Disraeli Bridges-Future Payment	2020	249,987
SMIR-New Signals Controllers	2017	7,718
Regional and Community Parks-Buildings	2016	2,895
Kildonan Park Staff House	2017	31,958
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects *		(391,742)
Total Public Works		**168,286**
Winnipeg Police Service (WPS)		
Bomb Unit Truck Replacement	2018	2,913
WPS Data Integrity, Audit and Quality	2018	662,000
Total Winnipeg Police Service		**664,913**
Fire Paramedic Service		
911 Call Centre Resilience	2017	18
Total Fire Paramedic Service		**18**
Corporate Finance		
PeopleSoft Accounts Receivable Billing	2016	2,870
PeopleSoft Accounts Receivable Billing	2017	6,454
Total Corporate Finance		**9,324**
Municipal Accommodations & Planning, Property and		
Accommodation Facilities	2019	1,001
Health/Life Safety/Emergency Systems	2020	2,881
Transcona Centennial Pool	2013	259,094
Security/Building Automation	2019	118
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects *		(217,082)
Total Municipal Accommodations & Planning, Property and Development		**46,012**

Cash to Capital - 2022 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Planning, Property and Development		
Tache Promenade	2017	65,730
Norberry-Glenlee Community Centre Play Structure	2020	5,070
Golf Lands Repurpose Review	2020	90,000
Total Planning, Property and Development		**160,800**
Local Improvements		
Redwood/Aberdeen/Fife/Shaughnessy	2020	360
Total Local improvements		**360**
City Clerks		
Corporate Records Centre	2017	446
Total City Clerks		**446**
Net cash to capital surpluses from 2022 capital review - tax supported departments		**$ 1,050,159**
Public Works-Frontage Levy surpluses		
Traffic Signals Loops	2020	238
Traffic Signals Loops	2021	240
Dublin Avenue Bridge (Omands Creek)	2018	504,395
Frontage levy surpluses from 2022 capital review - tax supported departments		**$ 504,873**
Total capital surpluses from 2022 capital review - tax supported departments		**$ 1,555,032**

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

Manitoba Winnipeg Infrastructure Agreement (MWIA) Funding Shortfall

	Provincial Commitment	Payments Received	Redirected Commitments[2]	Shortfall
Manitoba Winnipeg Infrastructure Agreement:				
$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 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				(3,501,925)
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)
2022 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(11,365)
Project closed with budget spent - Provincial shortfall replaced with Cash to Capital - surplus from other closed projects				(608,825)
Total Remaining MWIA Funding Shortfall				**$ 8,910,177**

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.

2023 – 2028 Capital Budget

Council is required by Legislation to prepare a six-year balanced Capital Program. With the inclusion of the 2028 forecast the Preliminary Six-Year Capital Budget for Council approval is $3.1 billion, allocated by year as follows (in thousands of $):

2023	2024	2025	2026	2027	2028	6-Year Total
566,630	519,962	478,056	567,260	484,133	484,512	3,100,553

The 2023 Capital Budget supports infrastructure and investments such as purchasing or constructing buildings, roads, parks and recreation areas, equipment, vehicles, and land. The 2023 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. Investments in the six-year capital plan are consistent with this year's budget priorities: improve customer service; support economic development; community outreach and safety; protect the environment and strategic investments.

Changes from Forecast

The 2023 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 2023–2027, which includes $2.616 million in total capital investment over the next five years. $2.381 million of this spending has been approved through previous Council decisions. The Council approved forecast was approved as part of the 2022 budget process on December 15, 2021.

Changes from the 2023 – 2027 Capital Forecast ($000's)

	2023	2024	2025	2026	2027	5-Year Total
2023 Preliminary Budget	566,630	519,962	478,056	567,260	484,133	2,616,041
Council Approved Forecast	464,835	458,158	446,299	541,344	470,494	2,381,130
Increase from Forecast	101,795	61,804	31,757	25,916	13,639	234,911

Changes from forecast for 2023 – 2027 of $234.9 million are due in part to:

- focused investment in Regional Road Renewal due to the increase in frontage levy of $1.50/foot ($17.8 X 5-years = $89 million)
- increased investment of $24.7 million in the City's tree canopy from the 1.17% tax increase ($17.5 million) plus funding from Natural Resources and Province of Manitoba.
- additional provincial and federal funding for CentrePort South (formerly Airport Area West) Water and Sewer Servicing ($40 million)
- funding for the North End Water Treatment Plant – Nutrient Removal Facilities ($15 million)
- funding for the City of Winnipeg Archives – The Winnipeg 150 Legacy Project ($12.6 million)
- funding for a taxation processing system ($10.7 million)
- inclusion of previous budget amounts for various smaller projects ($20 million)

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 2023 Budget. The following is the Capital Project Summary – Service Based View which shows the 2023 Capital Budget by service and a listing of each project within the service.

Appendix 6

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	5-YEAR FORECAST 2024 - 2028	6-YEAR TOTAL
PUBLIC WORKS			
Roadway Construction and Maintenance	176,850	946,858	1,123,708
Transportation Planning and Traffic Management	6,358	36,619	42,977
Roadway Snow Removal and Ice Control		478	478
Public Transit	129,829	400,287	530,116
City Beautification	128	1,166	1,294
Fleet Management Agency (SOA)	16,552	82,664	99,216
Parking Authority (SOA)	178	962	1,140
Total Public Works	329,895	1,469,034	1,798,929
WATER, WASTE AND ENVIRONMENT			
Water	50,500	289,935	340,435
Wastewater	113,755	506,525	620,280
Land Drainage and Flood Control	3,315	26,385	29,700
Solid Waste Collection and Disposal	3,600	15,750	19,350
Recycling and Waste Diversion	1,050	780	1,830
Total Water, Waste and Environment	172,220	839,375	1,011,595
PROPERTY AND DEVELOPMENT			
Development Approvals, Building Permits and Inspections	100	210	310
Heritage Conservation	543	12,347	12,890
Property Asset Management - Municipal Accommodations	6,786	8,792	15,578
Cemeteries	200	1,324	1,524
Total Property and Development	7,629	22,673	30,302
COMMUNITY SERVICES			
Fire and Rescue Response	2,142	42,971	45,113
Recreation	21,060	10,624	31,684
Parks and Urban Forestry	16,514	70,430	86,944
Libraries	425	4,700	5,125
Arts, Entertainment and Culture	5,525	27,000	32,525
Insect Control		900	900
Total Community Services	45,666	156,625	202,291
WINNIPEG POLICE BOARD			
Police Response	3,034	24,169	27,203
Traffic Safety and Enforcement		625	625
Total Winnipeg Police Board	3,034	24,794	27,828
FINANCE AND ECONOMIC DEVELOPMENT			
Assessment, Taxation and Corporate	2,831	9,386	12,217
Total Finance and Economic Development	2,831	9,386	12,217
EXECUTIVE POLICY			
Innovation, Transformation and Technology	4,978	10,696	15,674
Contact Centre - 311	277	790	1,067
Council Services	100	550	650
Total Executive Policy	5,355	12,036	17,391
TOTAL CAPITAL PROGRAM	566,630	2,533,923	3,100,553

CAPITAL PROJECT SUMMARY ***SERVICE BASED VIEW*** *(in Thousands of $)*	**PRELIMINARY CAPITAL** **BUDGET** **2023**	**5-YEAR FORECAST** **2024 - 2028**	**6-YEAR** **TOTAL**
CAPITAL PROJECTS LISTING			
PUBLIC WORKS			
Roadway Construction and Maintenance			
Public Works			
Inner-Ring Road - Functional Design		**750**	**750**
Regional and Local Street Renewal - Council has authorized first charges totaling up to $76.5 million against the 2023 Capital Budget. (Council December 15, 2021) See detail sheet in the Supplement to the 2022 Budget for a detailed listing of the first charge authorizations.	**155,820**	**821,604**	**977,424**
Waterway Crossing and Grade Separations - Annual Program	**3,000**	**33,739**	**36,739**
Pembina Highway Overpass (Bishop Grandin) Rehabilitation	**1,000**	**19,400**	**20,400**
Osborne Street Underpass		**2,600**	**2,600**
St. Vital Bridge Rehabilitation - First charge against the 2023 Capital Budget of up to $15.6 million (Council June 23, 2022)	**15,600**	**23,200**	**38,800**
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)		**37,742**	**37,742**
Arlington Bridge Rehabilitation	**850**		**850**
Ness Culvert Replacement		**4,023**	**4,023**
Elm Park Bridge Repairs		**2,088**	**2,088**
Asset Management System - Various Divisions	**100**	**500**	**600**
Assessment and Taxation			
Local Improvements - Ongoing Program	**480**	**1,212**	**1,692**
Total Roadway Construction and Maintenance	**176,850**	**946,858**	**1,123,708**
Transportation Planning and Traffic Management			
Public Works			
Pedestrian and Cycling Program	**1,890**	**11,554**	**13,444**
Portable Traffic Study Equipment		**162**	**162**
Transportation Master Plan	**154**	**1,205**	**1,359**
Traffic Signals Vehicle Detection Program	**250**	**1,250**	**1,500**
Traffic Signals Bases Replacements		**6,500**	**6,500**
Traffic Management Centre Evergreening Program		**1,000**	**1,000**
Road Safety Improvement Program (formerly Traffic Engineering Improvements - Various Locations)	**1,264**	**11,248**	**12,512**
Upgrade Noise Policies and Equipment Study		**100**	**100**
St. Anne's Road Widening		**3,600**	**3,600**
Trade Route Corridors - Planning and Design	**2,800**		**2,800**
Total Transportation Planning and Traffic Management	**6,358**	**36,619**	**42,977**
Roadway Snow Removal and Ice Control			
Public Works			
Salt and Sand Storage Shed		**478**	**478**
Total Roadway Snow Removal and Ice Control		**478**	**478**

Appendix 6

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	 5-YEAR FORECAST 2024 - 2028	 6-YEAR TOTAL
Public Transit			
Transit			
Transit Information Technology Program	**500**	**2,350**	**2,850**
Transit Building Replacement / Refurbishment	**2,672**	**8,364**	**11,036**
Transit Roof Replacement and Ventilation Upgrade	**2,350**	**4,950**	**7,300**
Transition to Zero Emission Buses	**22,323**	**245,512**	**267,835**
Accessibility Program	**250**	**1,400**	**1,650**
Heavy Equipment Replacement Program (formerly Heavy Shop Equipment Replacement Program)	**400**	**1,200**	**1,600**
Hoist Replacement at Fort Rouge Garage		**10,580**	**10,580**
Heated Bus Shelter Program	**1,500**		**1,500**
Winnipeg Transit Master Plan (WTMP) Implementation Planning & Design	**2,200**		**2,200**
Radios and Intelligent Transportation Systems (ITS) Replacement		**17,279**	**17,279**
North Garage Replacement	**88,384**	**67,502**	**155,886**
Primary Transit Network Infrastructure		**20,400**	**20,400**
Rapid Transit (Downtown Corridors) Preliminary Design		**7,000**	**7,000**
Wheelchair Securements Retro-fit		**13,750**	**13,750**
Transit Plus In House Service - First charge against the 2023 Capital Budget of up to $9.25 million (Council December 15, 2021)	**9,250**		**9,250**
Total Public Transit	**129,829**	**400,287**	**530,116**
City Beautification			
Planning, Property and Development			
Downtown Enhancement Program	**128**	**640**	**768**
Business Improvement Zones, Image Routes and Neighbourhood Main Streets		**526**	**526**
Total City Beautification	**128**	**1,166**	**1,294**
Fleet Management Agency (SOA)			
Winnipeg Fleet Management Agency			
Shop Tools & Equipment Upgrades	**100**	**1,249**	**1,349**
Power Tools		**500**	**500**
Building Renovations	**782**	**1,965**	**2,747**
Fleet Asset Acquisitions	**15,670**	**78,350**	**94,020**
Fuel Site Upgrades and Improvements		**600**	**600**
Total Fleet Management Agency (SOA)	**16,552**	**82,664**	**99,216**
Parking Authority (SOA)			
Winnipeg Parking Authority			
Automated License Plate Recognition (ALPR) Program	**178**	**962**	**1,140**
Total Parking Authority (SOA)	**178**	**962**	**1,140**
TOTAL PUBLIC WORKS	**329,895**	**1,469,034**	**1,798,929**

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	 5-YEAR FORECAST 2024 - 2028	 6-YEAR TOTAL
WATER, WASTE AND ENVIRONMENT			
Water			
Water and Waste - Waterworks System			
Shoal Lake Aqueduct Condition Assessment and Rehabilitation	**1,500**	**8,800**	**10,300**
Shoal Lake Aqueduct Intake Facility Rehabilitation		**6,100**	**6,100**
Branch Aqueduct Condition Assessment and Rehabilitation	**5,700**	**9,000**	**14,700**
Tache Booster Pumping Station	**1,100**		**1,100**
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**
Discharge Meter Upgrades at the In-town Pumping Stations	**550**	**2,150**	**2,700**
Water Treatment Plant Programmable Logic Controllers Upgrade	**2,000**	**3,880**	**5,880**
Water Treatment Plant Asset Refurbishment and Replacement Program	**2,200**	**22,450**	**24,650**
Greater Winnipeg Water District Railway Capital Upgrades		**3,300**	**3,300**
Water Supply, Treatment, and Distribution Electrical Upgrades		**1,750**	**1,750**
Ultraviolet Light Disinfection Upgrade/Rehabilitation	**400**		**400**
HVAC Upgrades at Pumping Stations	**450**	**1,850**	**2,300**
CentrePort South (formerly Airport Area West) Water and Sewer Servicing	**10,000**		**10,000**
Feeder Main Condition Assessment and Rehabilitation	**300**	**7,000**	**7,300**
Water Meter Renewals		**113,000**	**113,000**
Water Main Renewals	**18,000**	**102,750**	**120,750**
Customer Billing and Work Management Systems Upgrades Program	**2,050**	**3,755**	**5,805**
Application and Data Integration	**250**	**1,800**	**2,050**
Digital Enablement (formerly Digital Enablement for Plant and Field Employees)	**1,200**	**2,000**	**3,200**
Total Water	**50,500**	**289,935**	**340,435**
Wastewater			
Water and Waste - Sewage Disposal System			
Sludge Drying Beds Decommissioning		**375**	**375**
Process Control System Master Plan and Upgrade	**750**	**14,250**	**15,000**
Asset Refurbishment and Replacement Program - First charge against the 2023 Capital Budget of up to $2.0 million (Council January 26, 2023)	**7,000**	**31,500**	**38,500**
NEWPCC Upgrade: Nutrient Removal Facilities	**15,000**		**15,000**
Arc Flash Hazard Analysis and Remediation	**800**	**150**	**950**
Lift Stations Upgrading	**6,250**	**32,500**	**38,750**
River Crossings Monitoring and Rehabilitation	**730**		**730**
Combined Sewer Overflow and Basement Flood Management Strategy	**28,000**	**212,000**	**240,000**
Southwest Interceptor	**1,000**	**94,000**	**95,000**
Environmental Standards Laboratory Facility Plan		**560**	**560**
Supervisory Control and Data Acquisition (SCADA) Upgrades for Collection System		**1,350**	**1,350**
D'Arcy Lift Station Load Shedding Upgrade	**575**		**575**
Vacuum Truck Decanting Facility	**200**	**1,300**	**1,500**
CentrePort South (formerly Airport Area West) Water and Sewer Servicing	**30,000**		**30,000**
Sewer Renewals	**18,500**	**105,000**	**123,500**
Water and Waste Department Business Intelligence	**1,800**	**4,640**	**6,440**
Customer Billing and Work Management Systems Upgrades Program	**2,050**	**3,755**	**5,805**
Digital Customer Solutions	**500**	**2,080**	**2,580**
Water and Waste Department Learning Management System		**565**	**565**
Supervisory Control and Data Acquisition (SCADA) Security and Integration Improvements	**600**	**2,500**	**3,100**
Total Wastewater	**113,755**	**506,525**	**620,280**

Appendix 6

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	5-YEAR FORECAST 2024 - 2028	6-YEAR TOTAL
Land Drainage and Flood Control			
Water and Waste - Land Drainage Utility			
Flood Pumping Station Rehabilitation	**1,500**	**7,500**	**9,000**
Land Drainage Sewers - Regional / Local Streets		**500**	**500**
Stormwater Retention Basin Upgrades	**415**	**1,085**	**1,500**
Outfall Rehabilitation	**1,000**	**10,200**	**11,200**
Land Drainage and Combined Sewers Outfall Gate Structures		**5,150**	**5,150**
Development Agreement Paybacks	**400**	**1,200**	**1,600**
Primary Line of Defense Condition Assessment		**750**	**750**
Total Land Drainage and Flood Control	**3,315**	**26,385**	**29,700**
Solid Waste Collection and Disposal			
Water and Waste - Solid Waste Disposal System			
Brady Road Resource Management Facility - Cell Construction - First charge against the 2023 Capital Budget of up to $1.8 million (Council January 26, 2023)	**1,800**	**5,800**	**7,600**
Closed Landfill Site Improvement	**100**		**100**
Soil Fabrication for Landfill Cover	**1,300**	**6,550**	**7,850**
Brady Road Resource Management Facility - Landfill Gas Capture Expansion		**3,400**	**3,400**
Collections Management System	**400**		**400**
Total Solid Waste Collection and Disposal	**3,600**	**15,750**	**19,350**
Recycling and Waste Diversion			
Water and Waste - Solid Waste Disposal System			
Comprehensive Integrated Waste Management Strategy (CIWMS) - Review	**390**	**450**	**840**
Winnipeg Climate Action Plan and Policy Updates	**330**	**330**	**660**
Data Collection Enhancement for Winnipeg Climate Action Plan	**330**		**330**
Total Recycling and Waste Diversion	**1,050**	**780**	**1,830**
TOTAL WATER, WASTE AND ENVIRONMENT	**172,220**	**839,375**	**1,011,595**
PROPERTY AND DEVELOPMENT			
Development Approvals, Building Permits and Inspections			
Planning, Property and Development			
Computer Automation	**100**	**210**	**310**
Total Development Approvals, Building Permits and Inspections	**100**	**210**	**310**
Heritage Conservation			
City Clerks			
Corporate Records Centre		**200**	**200**
City of Winnipeg Archives - The Winnipeg 150 Legacy Project	**543**	**12,147**	**12,690**
Total Heritage Conservation	**543**	**12,347**	**12,890**
Property Asset Management - Municipal Accommodations			
Municipal Accommodations			
Health/Life Safety/Emergency Systems Refurbishment/City-wide Accessibility	**3,423**	**8,792**	**12,215**
Carlton Walkways	**2,322**		**2,322**
Portage and Main Intersection Improvements	**707**		**707**
Strategic Facilities Master Plan	**334**		**334**
Total Property Asset Management - Municipal Accommodations	**6,786**	**8,792**	**15,578**

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	 5-YEAR FORECAST 2024 - 2028	 6-YEAR TOTAL
Cemeteries			
Planning, Property and Development			
Cemeteries - Improvements		224	224
Cemetery Planning and Development	200	600	800
New Columbaria Investment		500	500
Total Cemeteries	200	1,324	1,524
TOTAL PROPERTY AND DEVELOPMENT	7,629	22,673	30,302
COMMUNITY SERVICES			
Fire and Rescue Response			
Fire Paramedic Service			
Facility Optimization - Waverley West Station	716	10,136	10,852
Facility Optimization - Silver Heights Fire Paramedic Station Consolidation		12,068	12,068
Equipment Obsolescence	850	13,301	14,151
Station Capital Maintenance	576	5,058	5,634
Emergency Vehicle Pre-emption		1,408	1,408
Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation			
- Land Operating Reserve		600	600
- Interim Financing from Land Operating Reserve / (Repayment)		(600)	(600)
Total Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation			-
Outdoor Live Fire Training Facility		1,000	1,000
Total Fire and Rescue Response	2,142	42,971	45,113
Recreation			
Community Services			
Recreational Facility Safety, Security and Accessibility Improvements Program	150	1,152	1,302
Fitness Equipment Upgrade Program	310	1,700	2,010
Recreation and Library Facility Investment Strategy - First charge against the 2023 Capital Budget of up to $600,000 of Land Dedication Reserve Fund allocation (Council December 15, 2021)	16,600		16,600
East of the Red RecPlex	2,000		2,000
Southeast Winnipeg New Community Centre and Library		382	382
Freight House Outdoor Pool Redevelopment		1,623	1,623
Technology Advancement Program		942	942
Community Centre Renovation Grant Program (CCRGP)	2,000	4,825	6,825
Total Recreation	21,060	10,624	31,684
Parks and Urban Forestry			
Public Works			
Regional Parks	1,610	7,945	9,555
Community and Neighbourhood Parks		7,600	7,600
Interpretive and Wayfinding Signage Program		100	100
Waterway Access Improvement Program		300	300
Parks Buildings		2,041	2,041
Rainbow Stage	1,500	1,500	3,000
Parks and Recreation Enhancement Program	3,000	4,444	7,444
Urban Forest Renewal Program	10,404	46,300	56,704
Planning, Property and Development			
Developer Payback		200	200
Total Parks and Urban Forestry	16,514	70,430	86,944

Appendix 6

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	 5-YEAR FORECAST 2024 - 2028	 6-YEAR TOTAL
Libraries			
Community Services			
Library Facility Safety, Security and Accessibility Improvements Program	**100**	**875**	**975**
Library Refurbishment & Interior Infrastructure Program		**1,600**	**1,600**
Library Technology Upgrade and Replacement Program	**325**	**725**	**1,050**
South Winnipeg Recreation Campus: Library and Site Development		**1,500**	**1,500**
Total Libraries	**425**	**4,700**	**5,125**
Arts, Entertainment and Culture			
Community Services			
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	**5,400**	**27,000**	**32,400**
Planning, Property and Development			
Public Art Strategy	**125**		**125**
Total Arts, Entertainment and Culture	**5,525**	**27,000**	**32,525**
Insect Control			
Public Works			
Insect Control Branch Equipment Renewal		**900**	**900**
Total Insect Control		**900**	**900**
TOTAL COMMUNITY SERVICES	**45,666**	**156,625**	**202,291**
WINNIPEG POLICE BOARD			
Police Response			
Winnipeg Police Service			
East District Police Station Leasehold Improvements		**825**	**825**
Communication Sites - P25 Gear	**100**	**1,654**	**1,754**
Computer Aided Dispatch Upgrade	**375**	**410**	**785**
911 Hardware Renewal		**309**	**309**
Call Answer Software	**310**		**310**
Communication Sites - Radio Consoles/Batteries		**575**	**575**
911 Data Management and Analytics		**1,138**	**1,138**
Communication Sites Upgrade - Media Logger		**1,736**	**1,736**
Communication Sites Upgrade - Workstations		**1,811**	**1,811**
911 Software Renewal		**2,151**	**2,151**
Technological Crime Infrastructure		**380**	**380**
Technology Upgrades - Information Systems		**1,437**	**1,437**
Automated Fingerprint Identification System (AFIS)		**700**	**700**
River Patrol Building - Building Envelope Roof Repair		**700**	**700**
Connected Officer Program	**175**	**437**	**612**
Police Headquarters Information System Upgrades		**2,435**	**2,435**
In Car Computing		**3,280**	**3,280**
Bomb Unit - Building Envelope		**1,000**	**1,000**
Building Security System Evergreening	**424**	**649**	**1,073**
Training Facility - Site Security	**450**	**200**	**650**
Technical Surveillance Systems		**525**	**525**
Bomb Unit - Robot		**330**	**330**
Police Vehicle Operations - Facility	**1,200**		**1,200**
Pistol Replacement		**1,487**	**1,487**
Total Police Response	**3,034**	**24,169**	**27,203**

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	5-YEAR FORECAST 2024 - 2028	6-YEAR TOTAL
Traffic Safety and Enforcement			
Winnipeg Police Service			
E-Ticketing Hardware		375	375
Vehicle Inspections - Weigh Scale		250	250
Total Traffic Safety and Enforcement		625	625
TOTAL WINNIPEG POLICE BOARD	3,034	24,794	27,828
FINANCE AND ECONOMIC DEVELOPMENT			
Assessment, Taxation and Corporate			
Assessment and Taxation			
Assessment Automation		1,457	1,457
Computer Aided Mass Appraisal (CAMA) System Detailed Analysis and Implementation	2,831	7,929	10,760
Total Assessment, Taxation and Corporate	2,831	9,386	12,217
TOTAL FINANCE AND ECONOMIC DEVELOPMENT	2,831	9,386	12,217
EXECUTIVE POLICY			
Innovation, Transformation and Technology			
Innovation and Technology			
Innovation Program (formerly Innovation Strategy)		258	258
Data Centre Sustainment	1,271		1,271
Network Products Evergreen	136	5,550	5,686
Printing Graphics & Mail Services Asset Renewal	160	258	418
Microsoft Development Network Software Renewal		308	308
Intake Program	821		821
Server-Storage Evergreen		3,422	3,422
Geographic Information System Aerial Imagery Renewal Program	219		219
Desktop Office Suite	371		371
Citizen Portal	2,000	900	2,900
Total Innovation, Transformation and Technology	4,978	10,696	15,674
Contact Centre - 311			
Customer Service and Communications			
311 Renewal	277	790	1,067
Total Contact Centre - 311	277	790	1,067
Council Services			
City Clerks			
Election Systems		300	300
Audio / Video Equipment Replacement	100	250	350
Total Council Services	100	550	650
TOTAL EXECUTIVE POLICY	5,355	12,036	17,391

Appendix 6

CAPITAL PROJECT SUMMARY *SERVICE BASED VIEW* *(in Thousands of $)*	PRELIMINARY CAPITAL BUDGET 2023	5-YEAR FORECAST 2024 - 2028	6-YEAR TOTAL
Public Private Partnerships			
Public Works			
Disraeli Bridge and Overpass Facility	**13,325**	**67,288**	**80,613**
Charleswood Bridge	**1,478**	**2,710**	**4,188**
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	**7,429**	**37,880**	**45,309**
Winnipeg Police Service			
East District Police Station	**1,089**	**5,808**	**6,897**
Transit			
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	**13,467**	**70,622**	**84,089**
Annual Servicing Payments	**(36,788)**	**(184,308)**	**(221,096)**
Total Public Private Partnerships			
TOTAL CAPITAL PROGRAM - SERVICE BASED VIEW	**566,630**	**2,533,923**	**3,100,553**

CAPITAL PROJECT SUMMARY *(in Thousands of $)*	PRELIMINARY BUDGET	5-YEAR FORECAST	6-YEAR TOTAL
	2023	2024 - 2028	2023-2028
SUMMARY OF FINANCING SOURCES			
Cash to Capital	**6,419**	**122,709**	**129,128**
Frontage Levy	**27,800**	**139,000**	**166,800**
Public Private Partnership Annual Service / Financing Payments	**(36,788)**	**(184,308)**	**(221,096)**
Reserves:			
- Transit Bus Replacement		**46,741**	**46,741**
- Transit Infrastructure		**15,000**	**15,000**
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	**13,467**	**70,622**	**84,089**
- Water Meter Renewal		**113,000**	**113,000**
- Water Main Renewal	**18,000**	**102,750**	**120,750**
- Sewer System Rehabilitation	**18,500**	**105,000**	**123,500**
- Environmental Projects	**43,000**	**212,000**	**255,000**
- Landfill Rehabilitation	**1,400**	**6,550**	**7,950**
- Climate Action	**660**	**330**	**990**
- Waste Diversion	**590**	**450**	**1,040**
- Financial Stabilization	**1,035**		**1,035**
- General Purpose	**1,000**		**1,000**
- Permit			
- Land Operating	**965**	**7,125**	**8,090**
- Contributions in Lieu of Land Dedication (Land Dedication Reserve)			
- Local Street Renewal	**62,852**	**494,736**	**557,588**
- Regional Street Renewal	**49,888**	**281,040**	**330,928**
Interim Financing / (Repayment)		**(600)**	**(600)**
Contributions from Other Levels of Government:			
- Canada Community-Building Fund (formerly Federal Gas Tax)	**51,599**	**251,646**	**303,245**
- Federal New Building Canada Fund	**13,000**		**13,000**
- Veterans Affairs Canada			
- Natural Resources Canada	**549**	**6,639**	**7,188**
- Investing in Canada Infrastructure Program (Federal Government)	**43,233**	**117,515**	**160,748**
- Investing in Canada Infrastructure Program (Provincial Government)	**35,953**	**98,289**	**134,242**
- Federal/Provincial Government Funding	**20,000**		**20,000**
- Province of Manitoba Strategic Infrastructure Funding	**48,145**		**48,145**
- Province of Manitoba Accelerated Regional Roads	**9,800**		**9,800**
- Shared Health Capital Grant	**586**	**3,741**	**4,327**
- Funding from Other Municipalities	**850**		**850**
Other Funders:			
- Developer Funding / Developer Capacity Charges	**400**	**1,200**	**1,600**
- Future Services Account	**200**	**1,000**	**1,200**
- Public Private Partnership		**825**	**825**
- Sponsorship / Sponsor Winnipeg			
Retained Earnings - Transit	**1,800**		**1,800**
Retained Earnings - Self-supporting Utilities	**38,355**	**272,910**	**311,265**
Accumulated Surplus (Retained Earnings) - Special Operating Agencies	**1,060**	**5,276**	**6,336**
Transfer from Sewage Disposal System Fund	**2,815**	**25,185**	**28,000**
External Debt	**50,466**	**130,736**	**181,202**
External Debt - Fleet	**15,670**	**78,350**	**94,020**
Internal Financing	**2,100**	**3,922**	**6,022**
Transfers from Other Capital Accounts	**21,261**	**4,544**	**25,805**
TOTAL FINANCING SOURCES	**566,630**	**2,533,923**	**3,100,553**

Appendix 6

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 2023 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					
	2023	2024	2025	2026	2027	2028
	(in $000s)					
Public Works	5,282	8,818	9,973	10,998	10,249	10,612
Community Services	183	1,484	2,487	2,937	2,996	3,337
Winnipeg Police Service	1,337	5,011	4,844	7,055	7,418	10,190
Fire Paramedic Service	76	186	387	1,080	1,885	2,531
Property, Planning and Development	54	477	487	669	673	640
City Clerks	11	530	946	1,046	1,057	873
Innovation and Technology	83	1,764	2,264	2,526	2,424	3,749
Customer Service and Communications	188	57	108	232	242	140
Assessment and Taxation	154	933	1,475	1,476	1,387	1,558
Total Tax Supported	7,368	19,260	22,971	28,019	28,331	33,630
Municipal Accommodations	41	84	555	1,202	1,240	84
Transit	466	13,852	12,349	11,351	15,334	16,515
Total Tax Supported, Transit and Municipal Accommodations	7,875	33,195	35,875	40,572	44,905	50,228
Self-Supporting Utilities						
Waterworks Systems		184	184	214	214	214
Sewage Disposal System		2,369	2,648	2,701	2,776	2,861
Solid Waste Disposal System		11	11	11	12	12
Total Self-Supporting Utilities	-	2,564	2,843	2,926	3,002	3,087
Special Operating Agencies						
Winnipeg Fleet Management Agency	202	611	1,042	1,457	1,818	2,119
Total Special Operating Agencies	202	611	1,042	1,457	1,818	2,119
TOTAL CITY	8,077	36,370	39,760	44,955	49,724	55,434

2023 Consolidated Budget

(in thousands of dollars)	2023	2022	Change
Revenues			
Taxation	$ 882,730	$ 827,627	$ 55,103
Sale of services and regulatory fees	693,131	641,952	51,179
Government transfers	239,555	215,159	24,396
Investment income	32,120	31,393	727
Land sales and other revenue	32,705	19,032	13,673
Total Revenues	**1,880,241**	**1,735,163**	**145,078**
Expenses			
Protection and community services	608,278	598,440	9,838
Utility operations	549,093	508,325	40,768
Public works	361,281	345,533	15,748
Property and development	159,927	151,154	8,773
Finance and administration	98,644	96,000	2,644
Civic corporations	98,826	75,038	23,788
General government	17,702	12,974	4,728
Total Expenses	**1,893,751**	**1,787,464**	**106,287**
Deficiency Revenues Over Expenses Before Other	**(13,510)**	**(52,301)**	**38,791**
Other			
Government transfers related to capital	227,467	132,248	95,219
Developer contributions-in-kind related to capital	59,570	70,670	(11,100)
Other capital contributions	5,800	5,800	-
	292,837	**208,718**	**84,119**
Excess Revenues Over Expenses	**$ 279,327**	**$ 156,417**	**$ 122,910**

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

2023 Consolidated Budget

(in thousands of dollars)	Preliminary Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 900,905	$ (18,175)	$ 882,730
Sale of services and regulatory fees	714,558	(21,427)	693,131
Government transfers	235,673	3,882	239,555
Land sales and other revenue	493,536	(460,831)	32,705
Investment income	32,010	110	32,120
Total Revenues	**2,376,682**	**(496,441)**	**1,880,241**
Expenses			
Protection and community services	677,531	(69,253)	608,278
Utility operations	749,783	(200,690)	549,093
Public works	528,058	(166,777)	361,281
Property and development	186,415	(26,488)	159,927
Finance and administration	158,797	(60,153)	98,644
Civic corporations	-	98,826	98,826
General government	107,818	(90,116)	17,702
Total Expenses	**2,408,402**	**(514,651)**	**1,893,751**
(Deficiency) Revenues Over Expenses Before Other	**(31,720)**	**18,210**	**(13,510)**
Other			
Government transfers related to capital			
Province of Manitoba	-	96,040	96,040
Canada Community-Building Fund	48,432	-	48,432
Other capital funding	-	82,995	82,995
Total government transfers related to capital	48,432	179,035	227,467
Developer contributions-in-kind related to capital	-	59,570	59,570
Other capital contributions	-	5,800	5,800
	48,432	**244,405**	**292,837**
Excess/(Deficiency) Revenues Over Expenses	**$ 16,712**	**$ 262,615**	**$ 279,327**

* The Preliminary Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,282,294	1,282,294	-
- Utilities	737,102	700,341	36,761
- Special Operating Agencies	82,462	84,832	(2,370)
- Reserves	323,255	340,934	(17,679)
Total	2,425,113	2,408,401	16,712

Appendix 7

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

Revenues	
1. Eliminate inter-fund transfers	(633,143)
2. Eliminate fleet charges paid by City entities	(48,680)
3. Eliminate grants to Civic Corporations	(20,415)
4. Eliminate property taxes paid by City entities	(18,585)
5. Eliminate water revenue paid by City entities	(3,253)
6. Eliminate general government charges	(3,831)
7. Include capital related revenue not included in the Other category	152,064
8. Include revenue for Civic Corporations	79,492
9. Other	(90)
	(496,441)
Expenses	
1. Eliminate inter-fund transfers	(884,543)
2. Eliminate fleet charges paid by City entities	(48,680)
3. Eliminate grants paid to Civic Corporations	(28,949)
4. Eliminate property taxes paid by City entities	(18,586)
5. Eliminate water expense paid by City entities	(3,253)
6. Eliminate general government charges	(3,831)
7. Include capital expenses	363,853
8. Include expenses for Civic Corporations	80,260
9. Increase in liability for environmental issues, vacation and workers' compensation	12,148
10. Include amortization for Civic Corporations	17,884
11. Other	(954)
	(514,651)
Other	
Include estimates for revenue related to capital funding from government and developers	244,405

Appendix 7

2023 Consolidated Budget

(For the year ended December 31 in thousands of dollars)	2023	2022	Change
Excess Revenues Over Expenses	**$ 279,327**	**$ 156,417**	**$ 122,910**
Amortization of tangible capital assets	300,671	279,419	21,252
Proceeds on disposal of tangible capital assets	5,673	6,250	(577)
Loss on sale of tangible capital assets	1,872	1,209	663
Change in inventories, prepaid expenses and deferred charges	2,035	1,790	245
Tangible capital assets received as contributions	(59,570)	(70,670)	11,100
Acquisition of tangible capital assets	(546,296)	(522,684)	(23,612)
Decrease in Net Financial Assets	**(16,288)**	**(148,269)**	**131,981**
Net Financial Liabilities, Beginning of Year	(1,031,415)	(883,146)	(148,269)
Net Financial Liabilities, End of Year	**$ (1,047,703)**	**$ (1,031,415)**	**$ (16,288)**

2023 Fees and Charges Schedule
New and Increases Greater than Inflation

Service Name Fee Name and Description	2022 Rate	Proposed 2023 Rate	Units
All new and above inflation rates are effective April 1, 2023 unless otherwise noted			
Animal Services			
Animal services - animal adoption fees			
Dogs over 4 months	$183.00	$245.00	each
Dogs under 4 months	$219.00	$280.00	each
Animal services - kennel fees per day			
Cats		$10.00	per day
Animal services - licenses & permits			
Cat license annual fee for intact animal	$52.00	$61.00	each
Dog license annual fee for intact animal	$80.00	$123.00	each
Animal services - trap rental			
Home Quarantine Fee		$100.00	per offence
Chief Administrative Offices			
Film Coordination Fees			
Film coordination fees to take effect June 1, 2023			
Feature Films - Tier 1		$2,500.00	each
Feature Films - Tier 2		$2,000.00	each
Feature Films - Tier 3		$1,500.00	each
Feature Films - Tier 4		$1,000.00	each
Feature Films - Tier 5		$500.00	each
Movies of the Week & Low Budget Series - Tier 1		$1,250.00	each
Movies of the Week & Low Budget Series - Tier 2		$1,000.00	each
Movies of the Week & Low Budget Series - Tier 3		$750.00	each
Movies of the Week & Low Budget Series - Tier 4		$500.00	each
Movies of the Week & Low Budget Series - Tier 5		$250.00	each
Fire and Injury Prevention[1]			
Inspection Fee (GST applicable)			
Fireworks site inspection - less than 3 hours inspection time (includes pyrotechnics & flame effects)	$309.00	$370.80	each
Fireworks site inspection - for each additional hour or part thereof (includes pyrotechnics & flame effects)	$140.00	$168.00	per hour or part thereof
Fireworks site inspection outside of regular office hours (includes pyrotechnics & flame effects) and/or Fire Inspector supervision of display during event	$140.00	$168.00	per hour or part thereof
High Hazard (F1) occupancy inspection	$209.00	$250.80	per hour or part thereof
Medium Hazard (F2) industrial inspection	$175.00	$210.00	per hour or part thereof
Low Hazard (F3) industrial inspection	$140.00	$168.00	per hour or part thereof
Residential care facility (5+ clients)	$243.00	$291.60	each
Residential care facility (1-4 clients)	$140.00	$168.00	each
Elderly persons' housing	$140.00	$168.00	per hour or part thereof

Appendix 8

Service Name Fee Name and Description	2022 Rate	Proposed 2023 Rate	Units
Fire and Injury Prevention[1]			
Child care centre	$140.00	$168.00	per hour or part thereof
Personal care home	$140.00	$168.00	per hour or part thereof
Hospital	$140.00	$168.00	per hour or part thereof
Premises licensed by the Manitoba Liquor Control Commission	$140.00	$168.00	per hour or part thereof
Public or private school	$140.00	$168.00	per hour or part thereof
University or college	$140.00	$168.00	per hour or part thereof
Arena	$140.00	$168.00	per hour or part thereof
Curling rink	$140.00	$168.00	per hour or part thereof
Community club	$140.00	$168.00	per hour or part thereof
Hotel or motel	$140.00	$168.00	per hour or part thereof
Restaurant (located in residential building)	$140.00	$168.00	per hour or part thereof
Second re-inspection		$200.00	each
Third re-inspection		$400.00	each
Fourth re-inspection		$800.00	each
Fifth and subsequent re-inspections		$1,000.00	each
Post-fire inspection	$140.00	$168.00	per hour or part thereof
Inspection of a building when a response to a complaint reveals the need for a full inspection	$140.00	$168.00	per hour or part thereof
After normal business hours inspection	$140.00	$168.00	per hour or part thereof
Review of Architect Report and/or Engineer's Assessment Report	$140.00	$168.00	each
Push cart inspection	$55.00	$66.00	each
Food truck inspection	$164.00	$196.80	each
Commissary inspection	$112.00	$134.40	each
Requested inspection	$140.00	$168.00	per hour or part thereof
Fire and Rescue Response			
Fire protection services (GST applicable)			
Attendance fee: Fire rescue emergency response 2 person crew	$1,357.00	$1,400.00	per hour or part thereof
Attendance fee: Fire rescue emergency response 4 person crew		$2,601.00	per hour or part thereof
Medical Response[2]			
Attendance fee: Fire rescue emergency response 2 person crew to attend assisted lift		$1,400.00	per hour or part thereof
Attendance fee: Fire rescue emergency response 4 person crew to attend assisted lift		$2,601.00	per hour or part thereof

Service Name Fee Name and Description	2022 Rate	Proposed 2023 Rate	Units
Recreation			
Corporate Employee Wellness Passes			
Corporate employee wellness passes fees to take effect September 5, 2023			
6 month Facility Pass	$184.86	$194.98	each
1 Year Facility	$343.33	$354.52	each
6 Month Active Living	$247.00	$260.52	each
Solid Waste Collection and Disposal			
Disposal			
Dead animal stock delivered to Brady Road Resource Management Facility	$85.00/tonne with $20.00 minimum per load	$100.00/tonne with $20.00 minimum per load	per tonne
Clean soil delivered to Brady Road Resource Management Facility		$8.00/tonne with $20.00 minimum per load	per tonne
Clean concrete delivered to Brady Road Resource Management Facility		$10.00/tonne with $20.00 minimum per load	per tonne
Leaf and yard waste delivered to Brady Road Resource Management Facility		$58.00/tonne with $20.00 minimum per load	per tonne
Wood waste (4" or less) delivered to Brady Road Resource Management Facility		$57.00/tonne with $20.00 minimum per load	per tonne
Special waste delivered to Brady Road Resource Management Facility		$182.00/tonne with $20.00 minimum per load	per tonne
Shredded paper delivered to Brady Road Resource Management Facility		$50.00/tonne with $20.00 minimum per load	per tonne
Scrape out fee		$50.00	each
Clean up fee		$200.00/hr with a $50 minimum fee	per hour
Non-Residential with more than 6-- Litres of Garbage Container Capacity per week:			
Additional Collection Service Fees			
Large item (bulky waste) collection	$11.25	$12.00	per item
Collection and disposal of items with ozone-depleting substances	$22.50	$49.00	per item
Wastewater			
Record search fee (GST applicable)			
Environmental record search not including account histories (per address)	$117.00	$157.00	each

Appendix 8

Service Name Fee Name and Description	2022 Rate	Proposed 2023 Rate	Units
Wastewater			
Land Drainage Discharge Licence, Downspout Discharge Licence or Sump Pump			
Licence fee	$295.00	$387.00	each
Annual renewal fee	$83.00	$283.00	each
Overstrength Wastewater Discharge Licence			
Licence fee	$295.00	$375.00	each
Annual renewal fee	$83.00	$271.00	each
Wastewater Discharge Licence			
Licence fee	$295.00	$387.00	each
Annual renewal fee	$83.00	$283.00	each
Wastewater Disposal Vehicle			
Licence fee	$164.00	$232.00	each
Annual renewal fee	$83.00	$161.00	each
Wastewater Hauler			
Licence fee		$128.00	each
Annual renewal fee		$104.00	each
Temporary Disposal Permit	$173.00	$355.00	each

Fees and Charges - Inflationary Increases

Fees and Charges By-Law 196-2008 outlines the following:

Inflationary Increases to fees authorized

3(1) Subject to this By-law the Chief Financial Officer is hereby authorized to increase annually any fee imposed by the City of Winnipeg by an amount equal to or less that the rate of inflation.

The rate of inflation used for the 2023 fees was the last actual rate published by Statistics Canada (at the time of this budget process) - the Consumer Price Index (CPI) for Winnipeg in 2021 - 3.2%

Previous inflation rates used for past Fees and Charges Schedules:

2022 - 2.0% (multi-year budget in 2020)
2021 - 2.0% (multi-year budget in 2020)
2020 - 2.4% (CPI in 2018)
2019 - 1.6% (CPI in 2017)
2018 - 2.3% (CPI in 2016)

Notes:

1. Fire and Injury Prevention includes amendments to fees for repeated re-inspection of property by Fire Prevention for bylaw compliance. Increasing fees for the second, third, fourth and fifth and subsequent inspections will now apply.

2. Medical Response includes a fee for fire attendance at locations to conduct an assist lift of persons when not at a private residence. (i.e. an assisted lift at a personal care home or assisted living type facility will now incur a charge to cover the cost of the call out.)

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Service Based Budget – Services By Policy Area

Service	Sub-Service
Public Works	
Roadway Construction and Maintenance	Bridge Construction and Maintenance
	Regional Streets Construction and Maintenance
	Local Streets Construction and Maintenance
	Regional Sidewalk Construction and Maintenance
	Local Sidewalk Construction and Maintenance
Transportation Planning and Traffic Management	Street Lighting
	Transportation Planning and Design
	Traffic/Right of Way Management
Roadway Snow Removal and Ice Control	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
Public Transit	Conventional Transit
	Transit Plus
	Chartered Bus and Special Events
City Beautification	Litter Collection
	Public Gardens/Landscaping
	Ornamental Lighting/Flags and Banners/Public Art
	Graffiti Control
	Regional Street Cleaning
	Local Street Cleaning
Winnipeg Fleet Management SOA	Fleet Vehicles
Winnipeg Parking Authority SOA	Parking Facilities
	On-Street Parking Enforcement
	On-Street Parking
	Vehicles for Hire
	MBEA non-parking
Water, Waste and Environment	
Water	Water Supply and Treatment
	Water Distribution
Wastewater	Wastewater Collection
	Wastewater Treatment
Land Drainage and Flood Control	Flood Control
	Land Drainage
	Waterways Management
Solid Waste Collection and Disposal	Solid Waste Collection
	Solid Waste Disposal
Recycling and Waste Diversion	Recycling
	Waste Diversion
Property and Development	
City Planning	Area Development and Renewal Planning
	City-wide Long Range Planning
Neighbourhood Revitalization	Housing Initiatives
Development Approvals, Building Permits and Inspections	Residential Development Approvals and Inspection
	Commercial Development Approvals and Inspection
Heritage Conservation	Heritage Conservation
Property Asset Management	Infrastructure Planning
	Municipal Accommodations
	Land and Property
	Pool Facilities
	Arena Facilities
	Recreation Centres
	Community Centre Facilities
Cemeteries	Cemeteries (Brookside, St. Vital, and Transcona)
Golf Services SOA	Golf Courses
Winnipeg Police Board	
Police Response	Police Response
	Contract Policing
	Crime Investigation
	Police Training
Crime Prevention	Community Policing
	Crime Prevention Initiatives
Traffic Safety and Enforcement	Traffic Safety and Enforcement-Automated
	Traffic Safety and Enforcement-Officer

Service	Sub-Service
Community Services	
Fire and Rescue Response	Fire Suppression and Life Rescue
	Fire Investigation
	Speciality Rescue
	Fire Paramedic Response
Fire and Injury Prevention	Fire and Injury Prevention Education
	Fire Inspection
Medical Response	Emergency Ambulance
	Medical Transfers
	Community Paramedicine
Emergency Management	Emergency Management
Recreation	Aquatics Services
	Recreation Services
	Arenas
	Community Centres
Parks and Urban Forestry	Park Grass Maintenance
	Park Amenity Maintenance
	Athletic Field Maintenance
	Park Pathway Maintenance
	Park Planning/Development
	Tree Planting
	Tree Pruning and Removal (non-DED)
	Dutch Elm Disease Control (DED)
	Weed Control
	Natural Areas Management
	Playground Management
	Winter Amenity Maintenance
	Boulevard Maintenance
Community Liveability	Vacant Building Enforcement
	Community By-law Enforcement
	Bicycle Recovery
	Community Crisis Response
	Community Grants
	Community Development
Libraries	Library Circulation
	Library Information
	Children's Library
Arts, Entertainment and Culture	Arts, Entertainment and Culture Grants
	Arts, Entertainment and Culture Events
	Assiniboine Park Conservancy
Insect Control	Insect Control
Animal Services SOA	Animal Control and Care
Finance and Economic Development	
Assessment, Taxation and Corporate	Assessment and Taxation
	Corporate Accounts [1]
Economic Development	Economic Development
Executive Policy	
Organizational Support Services	Chief Administrative Office
	Communications
	Financial Management [1]
	Human Resource Services
	Indigenous Relations
	Legal Services
Innovation, Transformation and Technology	Innovation and Technology
Contact Centre - 311	Contact Centre - 311
Council Services	Auditing
	Mayor and Council
	Archives-City Clerks
	Elections-City Clerks
	Citizen Access and Appeals
	Council Support-City Clerks
	Executive Support

Note 1: Financial Management sub-service will report to SPC Finance and Economic Development in 2023 but will be included in the Organizational Support Service in the published book. In 2024 budget process, the Financial Management sub-service will be aligned to the Assessment, Taxation and Corporate service.

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Appendix 10

Service Based Budget Alignment to OurWinnipeg Goals

		OurWinnipeg Goals					
		Leadership & Good Governance	Environmental Resilience	Economic Prosperity	Good Health & Well-Being	Social Equity	City Building
Committee/ Board	Service Area						
Public Works	Roadway Construction and Maintenance	●	●	●	●		●
	Transportation Planning and Traffic Management	●	●	●	●		●
	Roadway Snow Removal and Ice Control		●	●	●	●	●
	Public Transit	●	●	●	●	●	●
	City Beautification		●	●	●	●	●
	Winnipeg Fleet Management (SOA)	●	●	●			
	Winnipeg Parking Authority (SOA)	●		●			●
Water, Waste and Environment	Water	●	●	●	●	●	●
	Wastewater	●	●	●	●		●
	Land Drainage and Flood Control	●	●	●	●		●
	Solid Waste Collection	●	●	●	●		●
	Solid Waste Disposal	●	●		●		●
	Recycling and Waste Diversion	●	●	●	●		
Property and Development	City Planning	●	●	●	●	●	●
	Neighbourhood Revitalization	●	●	●	●	●	●
	Development Approvals, Building Permits and Inspections			●	●		●
	Heritage Conservation	●	●	●	●	●	●
	Property Asset Management	●	●	●	●		●
	Cemeteries		●	●	●	●	●
	Golf Services (SOA)		●	●	●		
Community Services	Fire and Rescue Response				●		●
	Fire and Injury Prevention				●		
	Medical Response				●		
	Emergency Management	●	●	●	●		
	Recreation	●		●	●	●	
	Parks and Urban Forestry		●	●	●	●	●
	Community Liveability	●		●	●	●	
	Libraries	●		●	●	●	
	Arts, Entertainment and Culture	●		●	●	●	
	Insect Control		●	●	●		●
	Animal Services (SOA)	●			●	●	
Winnipeg Police Board	Police Response			●	●	●	
	Crime Prevention	●		●	●	●	
	Traffic Safety and Enforcement			●	●	●	●

Appendix 10

		OurWinnipeg Goals					
		Leadership & Good Governance	Environmental Resilience	Economic Prosperity	Good Health & Well-Being	Social Equity	City Building
Committee/ Board	**Service Area**						
Finance and Economic Development	Assessment, Taxation & Corporate	●		●		●	●
	Economic Development	●	●	●	●	●	●
Executive Policy Committee	Organizational Support Services	●	●	●	●	●	●
	Innovation, Transformation and Technology	●		●			●
	Contact Centre – 311	●			●	●	
	Council Services	●			●	●	

For more information on OurWinnipeg, please visit: http://winnipeg.ca/interhom/CityHall/OurWinnipeg/

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.

- Capital Program is a collection of similar (like) projects and activities that are managed in a coordinated way to achieve an impact that is either greater or not available if they were managed individually. Programs are typically longer term or with no end date. Programs are often managed across functional units, are strategic in nature and the plan is often high level and evolving.
- Capital Project is a singular effort of defined duration, typically shorter than a program. A project has a unique purpose and produces a specific output/benefit. The project is specific, detailed and bounded with a defined start and end point.

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.

Climate Action Reserve - A reserve fund established for the purpose of funding climate action initiatives in alignment with the City's strategic plans to meet the goal of net zero emissions. These initiatives will focus on studies, analysis and the development of policies, strategies and procedures relating to climate action.

The Director of Water and Waste will be the fund manager.

Glossary

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.

Community Trends and Performance Report -

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.

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

Glossary

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).

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.

Glossary

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.

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.

Glossary

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.

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

Glossary

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.
- 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

Glossary

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 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.

Glossary

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 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.

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

Glossary

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.

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.

Glossary

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.

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.

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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.

Mill Rate Support - Mill rate support is the amount required to be funded directly by property owners through their property realty taxes.

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-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

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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.

Other Commitments - Other capital investments that are not aligned with the definition of a Capital Project or Capital Program.

OurWinnipeg - The City's strategic 25-year development plan adopted by Council on May 26, 2022, is Winnipeg's 25-year development plan that under The City of Winnipeg Charter, section 224. It establishes goals of leadership and good governance, environmental resilience, economic prosperity, good health and well-being, social equity and city building. 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.

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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, 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, subject to Council approval, utilize up to 75% 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.

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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.

- Canada Community-Building Fund (formerly Federal Gas Tax) Reserve
- Climate Action 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
- 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

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- 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
- Transformative 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
- 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

Sale 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.

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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).

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.

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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).

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

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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.

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 and Economic Development; Public Works; Property and Development; Community Services; and Water, Waste and 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.

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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 Reserve - On January 27, 2022, City Council approved the establishment of the Transformative Reserve Fund that is separate and distinct from the current Land Operating Reserve and is to be funded from the sale of surplus golf courses or the sale of Surplus Leased Buildings. The Transformative Reserve Fund is a special purpose reserve intended to support investments that transform the delivery of services and reduce 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 Transformative Reserve Fund is intended to target significant greenspace or natural habitat acquisition opportunities.

The Director of Planning, Property and Development is the fund manager.

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.

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.

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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.
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

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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.