

Human Rights Committee of Council

2024-2027 Service Based Budget Process Overview

September 12, 2023

Agenda

- Balanced Budget
  - Context
  - City Financial Structure
  - Overview of 2023 Adopted Budget Update
  - Process and Timeline

Balanced Budget Context

- 2020 to 2023 Initial Multi-Year Budget
- Annual Updates during the four year cycle
- The Multi-Year Budget Policy allows amendments during the four year period for:
  - Legislative changes
  - New Council direction
  - Cost or Revenue drivers
  - Incremental operating impact of approved capital projects
- Now preparing 2024-2027 Multi-Year Budget
- Prepared on a Service view aligned to Standing Policy Committee mandates

Financial Organization Structure

Tax Supported

- 15 Departments
- 2 Non self – supporting utilities
- Funded by tax payers

Self-Supporting Utilities

- 4 Water and Waste Funds
- Funded by water and sewer rates

Special Operating Agencies

- 4 Agencies
- Funded by fees and support from tax payers

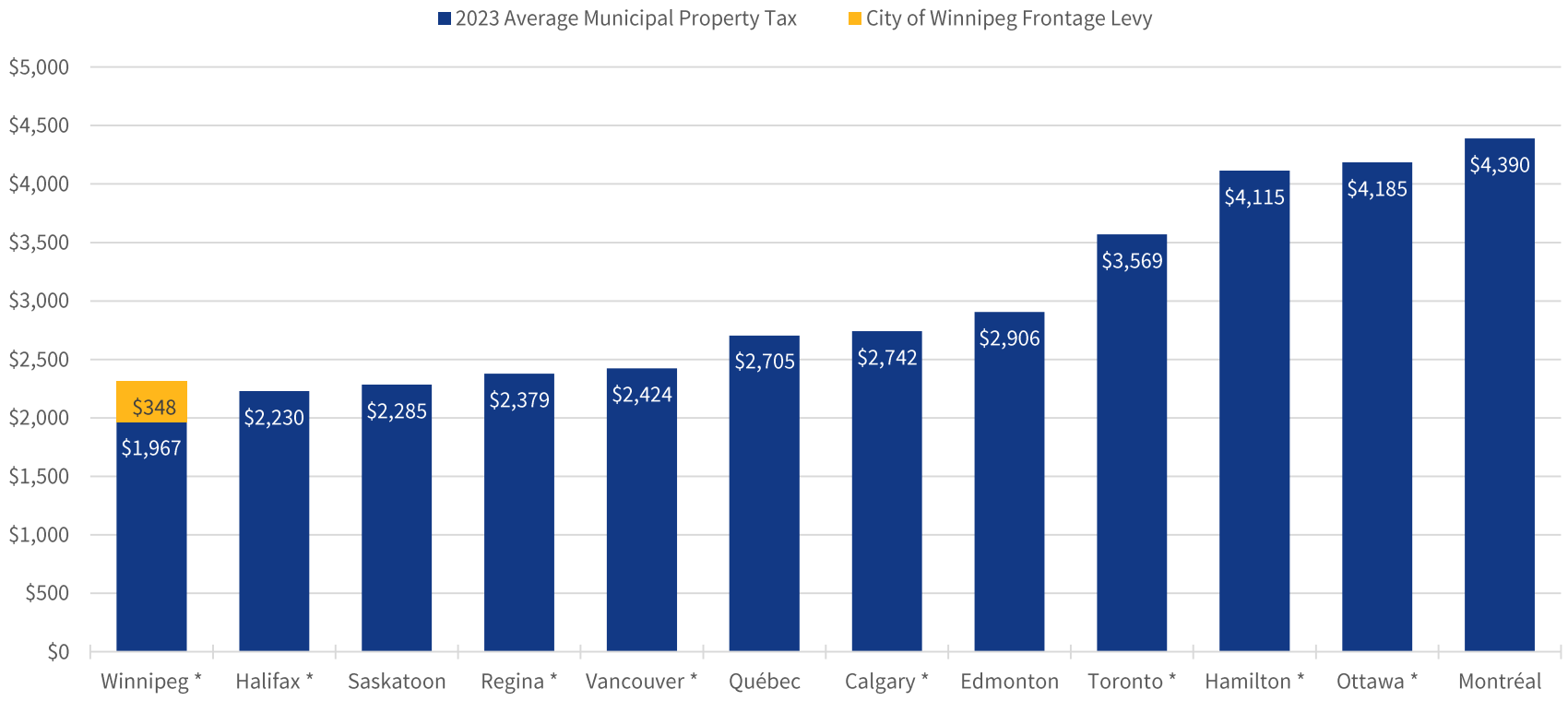
Page #	Services (millions of $)	2023 Budget Service Revenue	Investment (Cost)	Net
100	Roadway Construction and Maintenance	87.625	(190.704)	(103.078)
104	Transportation Planning and Traffic Management	3.250	(33.179)	(29.929)
108	Roadway Snow Removal and Ice Control	0.011	(36.262)	(36.251)
112	*Public Transit*	233.631	(233.631)	-
	Public Transit - Subsidy	-	(102.077)	(102.077)
117	City Beautification	0.007	(18.020)	(18.013)
121	*Winnipeg Fleet Management Special Operating Agency (SOA)*	53.841	(54.316)	(0.475)
126	*Winnipeg Parking Authority Special Operating Agency (SOA)*	20.920	(23.327)	(2.408)
	Public Works	399.285	(691.516)	(292.231)
133	*Water*	149.865	(147.378)	2.487
137	*Wastewater*	215.917	(180.641)	35.276
141	*Land Drainage and Flood Control*	5.317	(5.755)	(0.438)
145	Solid Waste Collection	1.406	(23.981)	(22.574)
148	*Solid Waste Disposal (4)*	15.703	(15.313)	0.389
152	*Recycling and Waste Diversion (4)*	37.647	(39.211)	(1.564)
	Water, Waste and Environment	425.855	(412.279)	13.576
160	City Planning	0.001	(2.217)	(2.217)
165	Neighbourhood Revitalization	1.162	(2.239)	(1.077)
168	Development Approvals, Building Permits and Inspections	32.256	(22.204)	10.052
173	Heritage Conservation	-	(0.323)	(0.323)
176	Property Asset Management	18.440	(13.452)	4.988
178	*Municipal Accommodations*	74.214	(74.214)	-
182	Cemeteries	1.955	(2.736)	(0.781)
185	*Golf Services Special Operating Agency (SOA)*	3.700	(3.177)	0.524
	Property and Development	131.728	(120.562)	11.166
192	Fire and Rescue Response	6.626	(148.070)	(141.444)
197	Fire and Injury Prevention	1.354	(6.823)	(5.469)
202	Medical Response	69.841	(69.841)	-
206	Emergency Management	-	(1.468)	(1.468)
210	Recreation	13.613	(60.342)	(46.730)
215	Parks and Urban Forestry	1.651	(45.912)	(44.261)
221	Community Liveability	1.570	(10.585)	(9.015)
226	Libraries	2.312	(32.527)	(30.215)
230	Arts, Entertainment and Culture	0.050	(22.388)	(22.338)
235	Insect Control	3.407	(9.931)	(6.524)
238	*Animal Services Special Operating Agency (SOA)*	4.001	(4.013)	(0.012)
	Animal Control and Care - Subsidy	-	(1.271)	(1.271)
	Community Services	104.425	(413.171)	(308.747)
243	Police Response	25.206	(269.156)	(243.950)
248	Crime Prevention	1.225	(37.663)	(36.439)
252	Traffic Safety and Enforcement	19.240	(20.172)	(0.932)
	Winnipeg Police Board	45.671	(326.991)	(281.321)
259	Assessment, Taxation and Corporate	1,005.859	(36.102)	969.757
264	Economic Development	0.449	(1.472)	(1.023)
	Finance and Economic Development	1,006.308	(37.574)	968.734
272	Organizational Support Services	1.121	(30.615)	(29.494)
276	Innovation, Transformation and Technology	-	(26.327)	(26.327)
279	Contact Centre - 311	-	(5.459)	(5.459)
284	Council Services	0.168	(15.849)	(15.682)
	Executive Policy Committee	1.289	(78.250)	(76.962)
	Total City Services	**2,114.561**	**(2,080.343)**	**34.215**

Financial Overview in 2023 Balanced Budget

$2.1 Billion** in Revenue	3.5% property tax increase $1.50 Frontage levy increase	9,168 Budgeted FTEs
2.7% 4-Year Expenditure Growth Rate*	$3.1 Billion In 6 year capital	8 Collective Agreements

* Does not include capital related expenditures
** Consolidated Budget

2023 Municipal Property Tax Comparison



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

How Did We Balance the 2023 Budget Update

Cost Pressures

- COVID-19 Pandemic $16.5m
- Fuel, labour agreements, Council approved initiatives and other obligations $19.3m
- Improve customer service $3.0m
- Community Outreach, Safety and Humanitarian $6.6m
- Support the economy $3.5m
- Strategic investments – infrastructure and natural assets $18.6m
- Other investments/adjustments $2.5m





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 $40.0m (plus $9m in 2022)



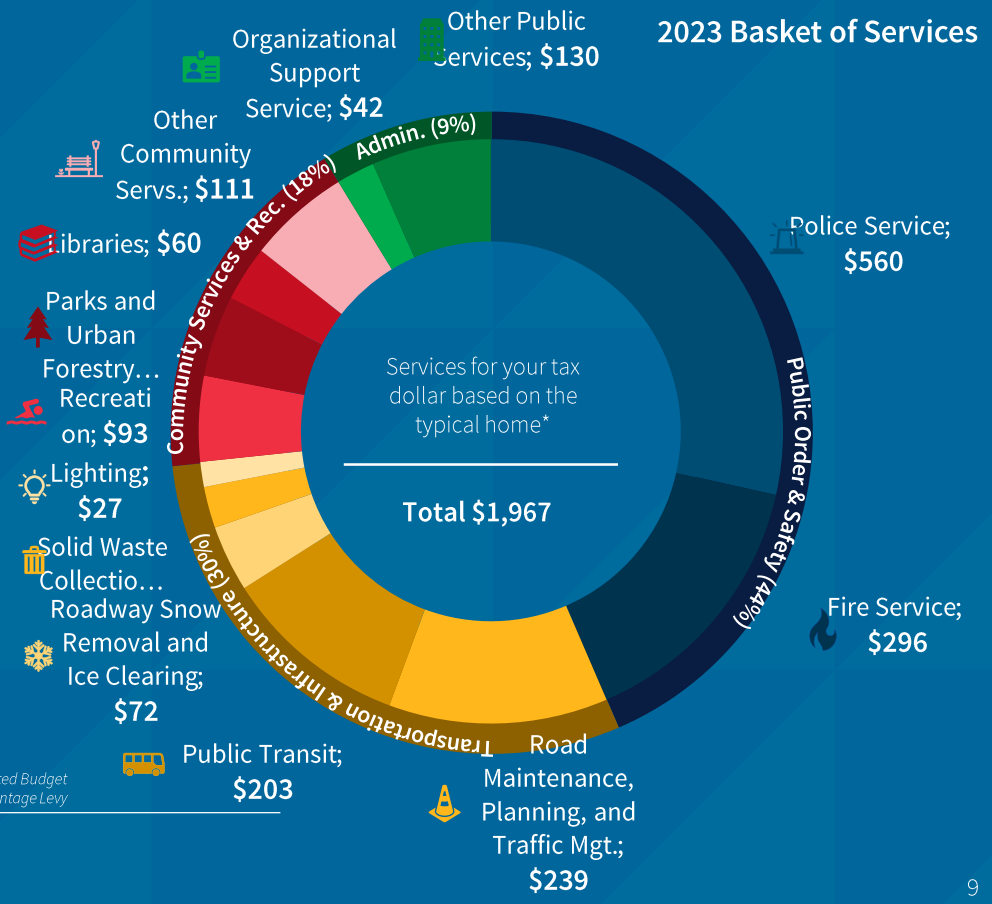
Balanced Budget Allocation

In 2023, the municipal property tax bill was $1,967 for the typical homeowner, an increase of $67 or 3.5%, relative to 2022. The typical frontage levy was $348, an increase of $75, or 27.5%, relative to 2022.

Property taxes are used to pay for a variety of municipal public services, including police, fire, public transit, road maintenance, snow removal, and recreation.

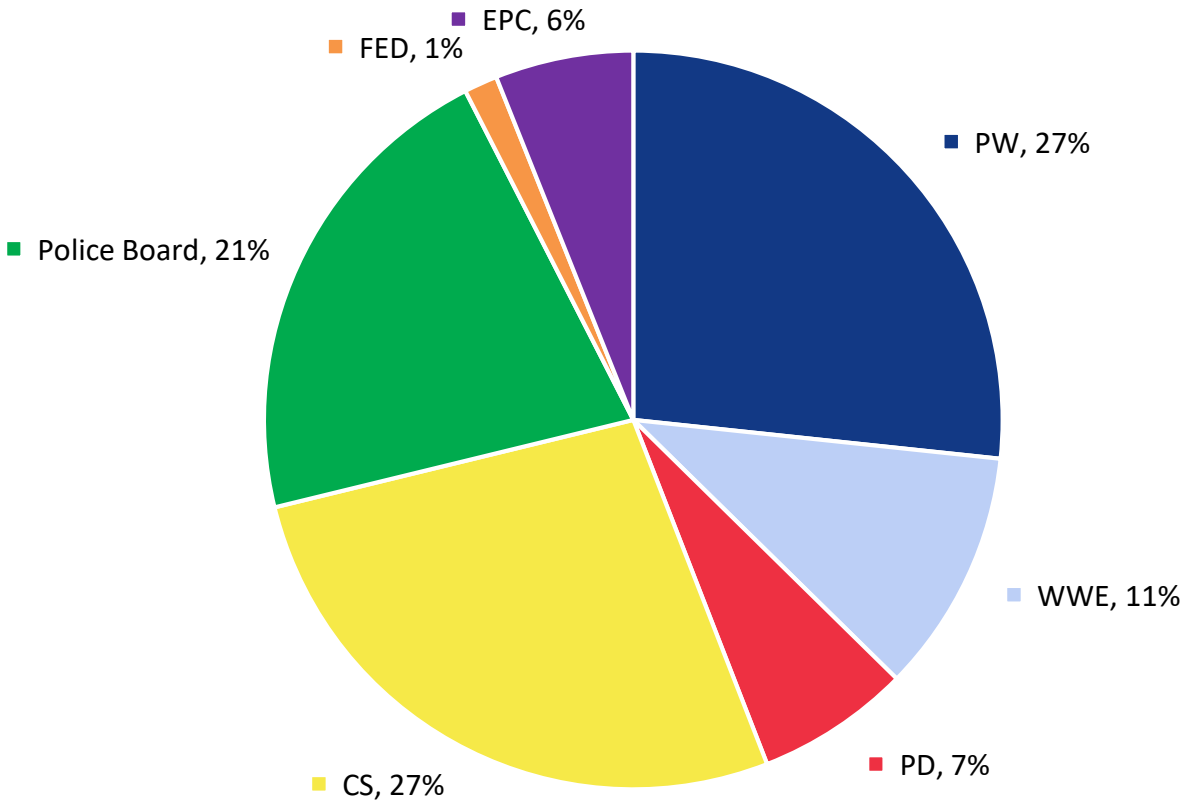
44% of property taxes are used to pay for public order and safety, **30%** for transportation and infrastructure, **18%** for community services and recreation, and **9%** for general administration and other corporate functions.

The funds generated from the frontage levy are primarily used to also support investments in transportation and infrastructure, including road renewal and active transportation projects.



Source: 2023 Adopted Budget
** Excludes $348 Street Renewal Frontage Levy*

Full Time Equivalents (FTEs) in 2023 Budget - by Service



6-Year Funded Capital Summary – By Service

By Standing Policy Committee (in millions of $)	2022 Adopted Budget	2023 Budget	2024 - 2028 Forecast	6-year Total
Public Works	299.3	333.1	1,469.0	1,802.1
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	47.2	156.9	204.1
Winnipeg Police Board	5.1	3.1	24.8	27.9
Finance and Economic Development	20.5	2.8	9.4	12.2
Executive Policy Committee	5.4	5.4	12.0	17.4
Total 6-year Capital	**527.0**	**571.4**	**2,534.2**	**3,105.6**
Rebudget	(14.6)	(24.7)	(4.6)	(29.3)
Net New Capital Investment	512.4	**546.7**	**2,529.6**	**3,076.3**

Key Projects in the 6-Year Funded Capital Submission



Regional And Local Street Renewal

Budget Year(s): 2023 to 2028
$980.6 million

Recreation and Library Facility Investment Strategy

Budget Year(s): 2021 – 2023

3-year $50 million overall investment from the Province.





Urban Forest Renewal

Budget Year(s): 2023 to 2028
$56.7 million

Key Projects in the 6-Year Funded Capital Submission



Transition to Zero Emission Buses

Budget Year(s): 2023 to 2028
$267.8 million

(Transit) North Garage Replacement

Budget Year(s): 2023 to 2025
$155.9 million



Combined Sewer Overflow and Basement Flood Management Strategy

Budget Year(s): 2023-2028
$240.0 million

Balanced Budget Outlook

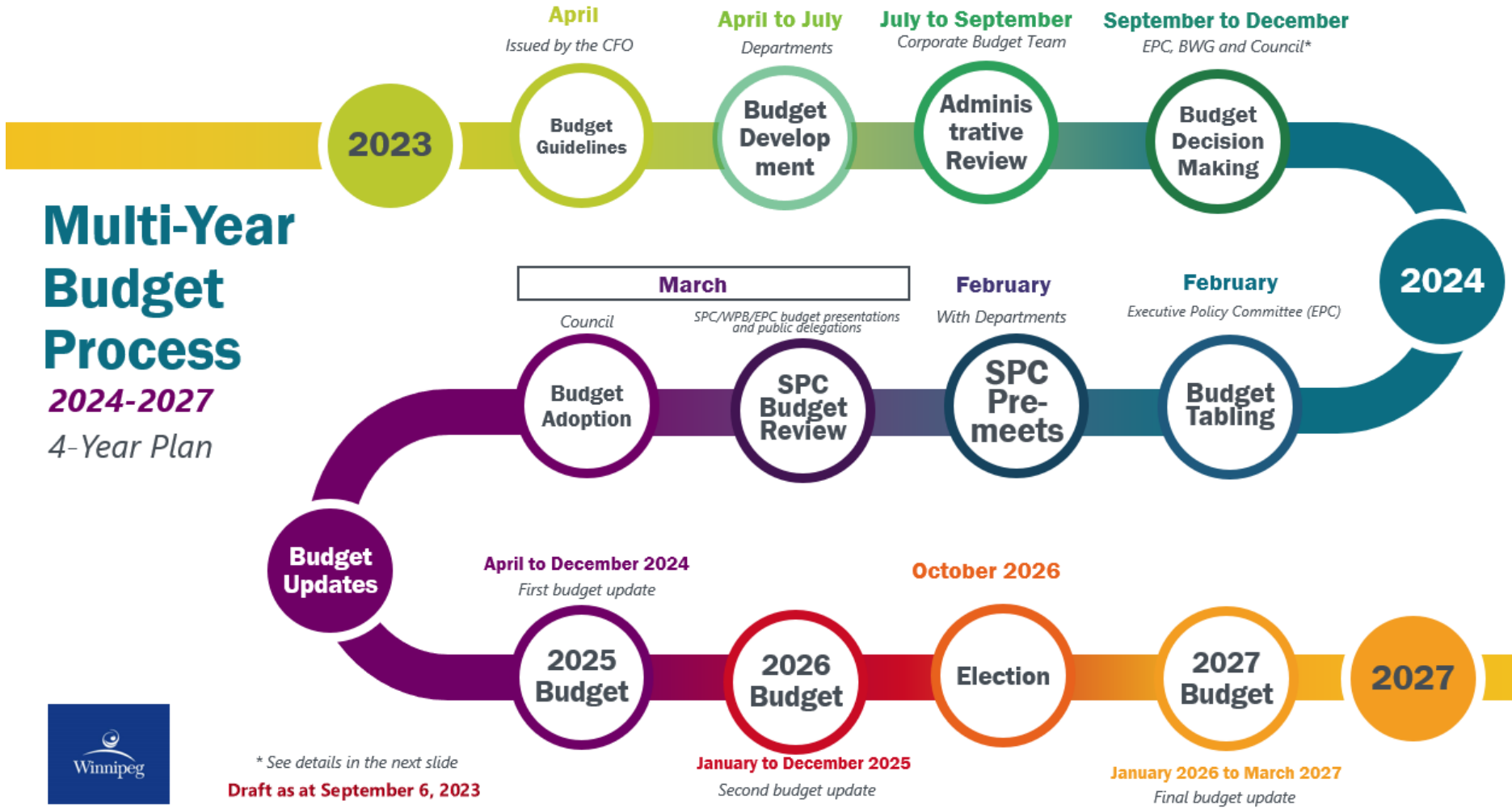
- Focus is on a balanced operating budget and 6-year capital program

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

  - Alignment of OurWinnipeg, Strategic Priorities Action Plan and the Corporate Strategic Plan with this next budget cycle



Multi-Year Budget Decision Making Process



Questions?