



2020-2023 Multi-Year Budget
2021 Budget Update

2021 Adopted Budget

Operating and Capital

Volume 2

Photo: Mike Peters, courtesy Tourism Winnipeg

Adopted by Council – December 16, 2020



City of Winnipeg

Adopted Budget

Volume 2 for 2021 Budget

Winnipeg, Manitoba, Canada

***The City of Winnipeg
Winnipeg, Manitoba***

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Award*

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Manitoba**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Monell

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, 2020.

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.

This award is valid for a period of one year only. 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.

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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Reader's Guide

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

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

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

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

- ❖ Reader's Guide
- ❖ City of Winnipeg Council, Electoral Wards and Public Service organization charts
- ❖ Executive Summary
- ❖ 2021 Budget at a Glance identifies and summarizes the City budgets, including a listing of major funds on a consolidated basis
- ❖ Basis of Budgeting provides the guidelines and key steps in developing the budget
- ❖ Budget Presentation provides information about the public consultation process, budget context and highlights, how the operating and capital dollars are to be spent and future budget challenges
- ❖ Council Recommendations – 2021 Adopted Budget

Section 2 - 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) / Winnipeg Police Board (WPB) responsible for each, together with a summary of the revenue, investment and full-time equivalents (FTEs) related to each service.
 - Full-time Equivalent Positions (Staff Summary) related to each service.
 - Capital Budget and Reserves provides a listing of the 6-year capital program and projected December 31, 2021 balances for reserves and their alignment to the services that each SPC/WPB is responsible for.
- Page references on the Financial and Position Summaries direct the reader to more detailed information by service in the next section.
- ❖ The **Detailed Service Based Budget** section, categorized by responsible SPC / WPB, gives additional information about each service, including description, key goals, service level statistics, multi-year operating budgets and actuals by major account categories, revenue, expense and full-time equivalent position variance explanations, sub-services, as well as hi-level summary information of reserves and capital budget investments relevant to the service.

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

A Supplement to the 2021 Adopted Budget will also be available to readers of this document. This will include summary and detailed information on capital projects and financing, and additional operating budget information such as

- ❖ Capital Project Summary provides a listing of capital projects for 2021 through 2026
- ❖ Capital Project Detail by department
- ❖ Listing of Grants / Payments
- ❖ Appendices

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

City of Winnipeg Council



Mayor Brian Bowman



Matt Allard
ST. BONIFACE



Jeff Browaty
NORTH KILDONAN



Markus Chambers
ST. NORBERT -
SEINE RIVER



Ross Eadie
MYNARSKI



Scott Gillingham
ST. JAMES



Cindy Gilroy
DANIEL MCINTYRE



Kevin Klein
CHARLESWOOD -
TUXEDO - WESTWOOD



Janice Lukes
WAVERLEY WEST



Brian Mayes
ST. VITAL



Shawn Nason
TRANScona



John Orlikow
RIVER HEIGHTS-FORT
GARRY



Sherri Rollins
FORT ROUGE - EAST
FORT GARRY



Vivian Santos
POINT DOUGLAS

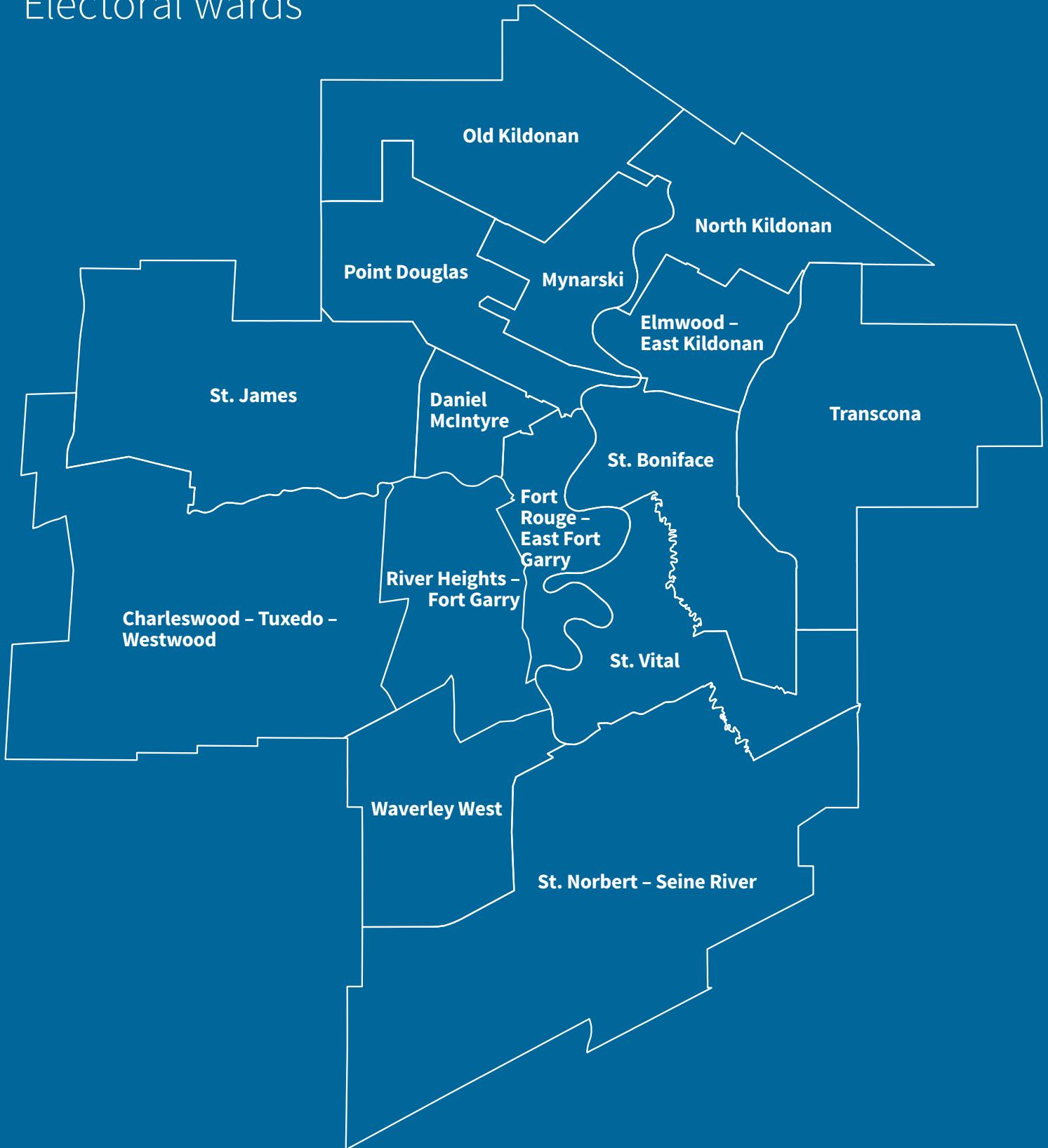


Jason Schreyer
ELMWOOD-EAST
KILDONAN



Devi Sharma
OLD KILDONAN

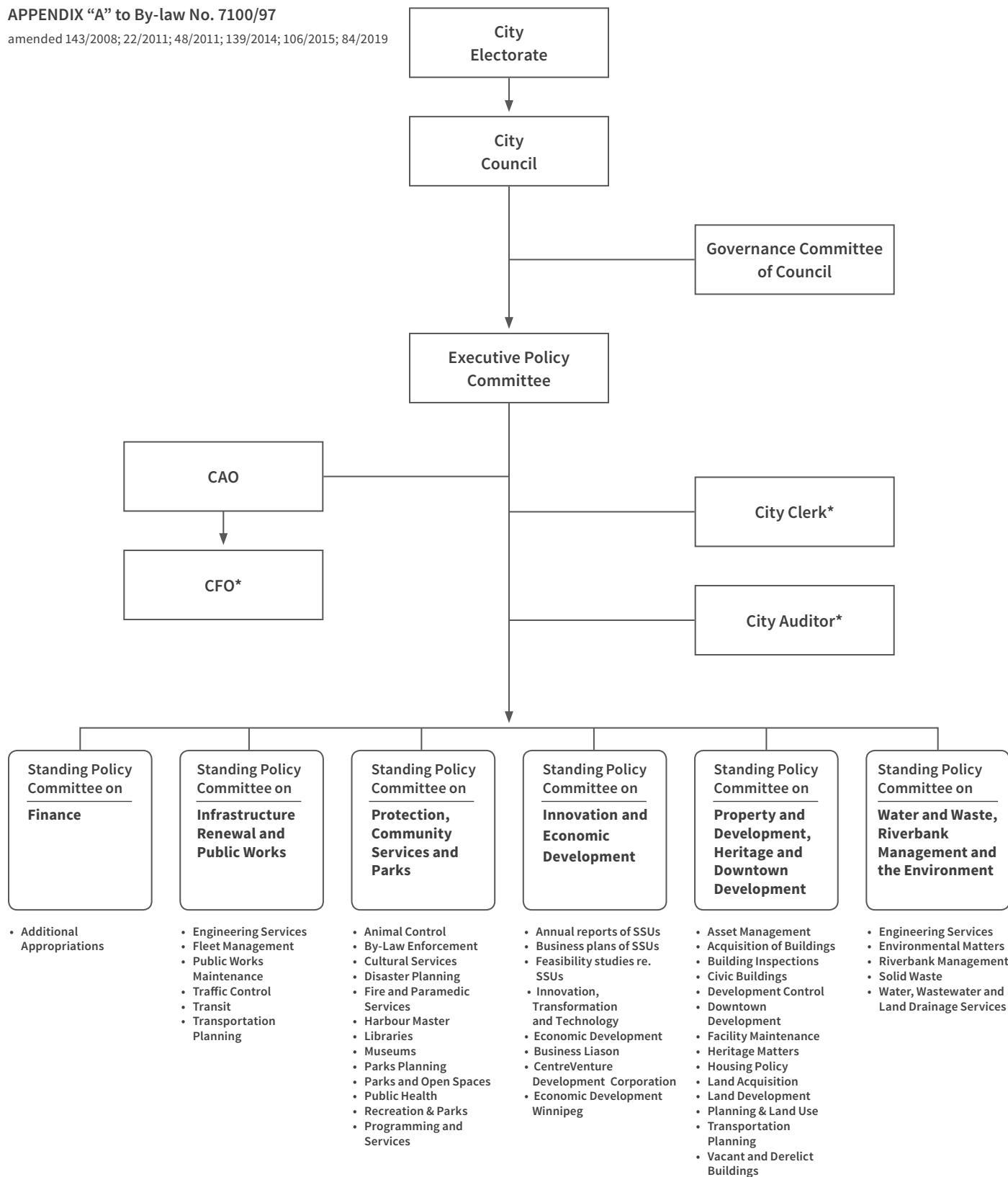
Electoral wards



City of Winnipeg Organization

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

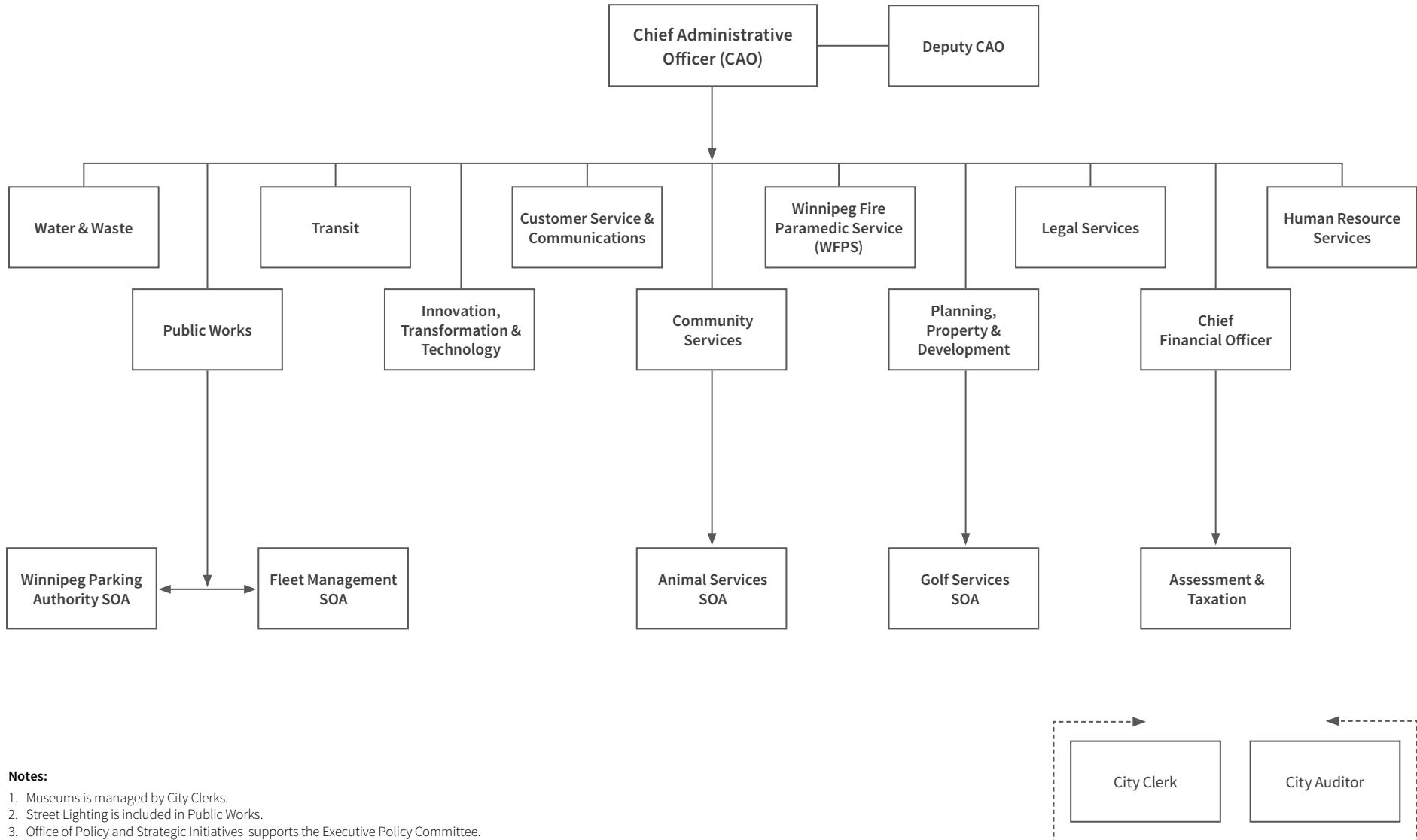
amended 143/2008; 22/2011; 48/2011; 139/2014; 106/2015; 84/2019



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

City of Winnipeg Public Service

1-6



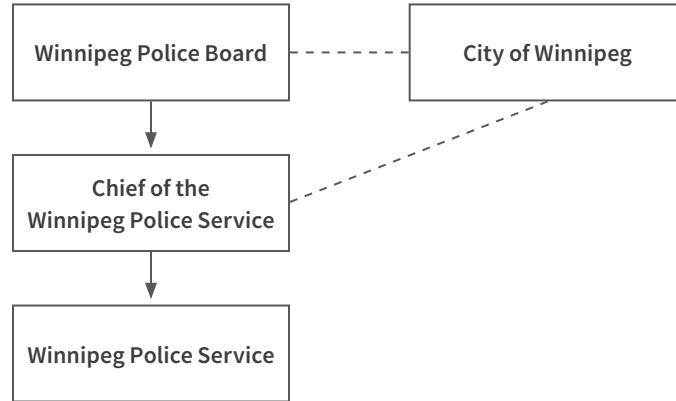
Adopted 2021 Budget - Overview

Notes:

1. Museums is managed by City Clerks.
2. Street Lighting is included in Public Works.
3. Office of Policy and Strategic Initiatives supports the Executive Policy Committee.
4. Mayor's Office and Council are reflected in the organizational chart consistent with By-law 7100/97.
5. Police Service is noted on the next page.
6. Corporate Finance reports to the Chief Financial Officer.
7. Up to date as at December 16, 2020.

Do not have a reporting relationship to the
Chief Administrative Officer

City of Winnipeg Police Service



Notes:

1. The purpose of a police board is to provide:
 - (a) civilian governance respecting the enforcement of law, the maintenance of the public peace and the prevention of crime in the municipality; and
 - (b) the administrative direction and organization required to provide an adequate and effective police service in the municipality.

It receives its authority from the Police Services Act – Manitoba and a City of Winnipeg by-law (148/2012).
2. Both the Winnipeg Police Board (Board) and the Chief of Police have working relationships with the City of Winnipeg in respect of administrative matters such as financial, human resource and asset management.
3. The Board provides an annual report as information to the Standing Policy Committee on Protection, Community Services and Parks; and quarterly financial reports to the Standing Policy Committee on Finance.

Executive Summary

Winnipeg City Council adopted a multi-year budget Policy on March 20, 2020. A guiding principle of the policy is to produce a balanced four-year budget. *The City of Winnipeg Charter* requires Council to adopt operating and capital budgets annually, which provides Council the opportunity to adjust the budgets each year as part of an annual review process.

An amendment to the multi-year budget policy was subsequently approved by Council on December 16, 2020 removing the requirement to approve budget projections beyond the four-year budget cycle. The 2021 budget represents the first update within the multi-year budget and includes feedback from citizens, new Council directions, significant cost or revenue driver changes and accounts for the incremental operating budget impact of approved capital projects.

The key priorities in this budget were

- Providing a safe restart for the community,
- Revitalizing the economy as a result of the COVID-19 pandemic,
- Maintaining a robust capital program,
- Providing affordable services and keeping disciplined expenditure control, and
- Supporting strategic investments in recreation, libraries, roads, transit, water and waste, and other service areas.

In the context of the 2021 Budget Update, these Council approved priorities consider both the long-term needs of the City and the short-term financial pressures as a result of the COVID-19 pandemic and other. These unanticipated events resulted in a number of unexpected impacts to the previously approved multi-year budget projections.

The 2021 Balanced Budget Update addressed:

Budget cost totalling \$97.5 million over three years	Transit shortfall due to COVID-19 \$41.4 million
	Other COVID-19 related costs \$14.0 million
	Other cost pressures \$11.4 million
	Police pension adjustment \$30.7 million

The City used the following measures to offset the budget pressures in the 2021 Balanced Budget Update:

Balancing measures totalling \$97.5 million over three years	Leverage Provincial capital commitment \$30.0 million
	Replace cash to capital with debt financing \$10.0 million
	Adjustment to estimates for labour settlements \$28.3 million
	Projected savings in Police budget \$15.3 million
	Miscellaneous \$1.0 million

Annual property tax increases remained capped at 2.33 percent, and continue to be dedicated to capital investment in road renewal and the Southwest Rapid Transitway.

From 2020 through 2023, the city-wide operating budget (including capital related expenditures) will increase by an average of 1.1 percent annually.

The City also utilized the Financial Stabilization Reserve (FSR) to counteract the budgetary effect of operating deficits related to the COVID-19 pandemic or other environmental and financial uncertainties. This budget is projecting an FSR balance that exceeds the minimum prescribed balance over the multi-year budget cycle, which provides the City with the financial flexibility to respond to future challenges.

Addressing the Challenges of the COVID-19 Pandemic

While the pandemic had significant financial impacts to the City of Winnipeg, these have been mitigated through the COVID-19 Crisis Cash Flow Management Plan (refer to administrative report on June 26, 2020) and funding from the Federal Safe Restart Program. The impacts of the pandemic will not be limited to 2021, however adjustments to budgets beyond 2021, as it relates to COVID-19 pandemic is currently not reflected. City impact for 2021 is estimated at \$61.2 million primarily made up of:

- lower than projected Transit ridership,
- lower permit and parking fee revenue,
- lower facility use, and
- increased costs for personal protective equipment and cleaning supplies.

While the long-term impacts of the pandemic are not yet known, some of the underlying budget assumptions may require adjustment.

The 2021 Balanced Budget Update addressed pandemic related challenges with investments in three main areas:

1. Keeping people safe,
2. Easing the economic, social, and emotional burden of COVID-19 pandemic, and
3. Restarting our economy.

Six-year Capital Investment Plan

The 2021 to 2026 capital budget totals \$2.3 billion, which is consistent with last year's six-year capital plan of \$2.2 billion.

The 2021 capital budget and five-year forecast continues to support key infrastructure investments to keep City assets in good repair and also includes investments to support the community during this period of economic uncertainty.

This six-year capital investment plan is also expected to boost local, provincial, and national gross domestic product by over \$1 billion, create over 10,000 person-years of employment, and generate incremental tax revenue for the provincial and federal governments of \$111.0 million and \$139.2 million respectively.



Budget Outlook

The Council approved budget is committed to providing stability in services that citizens expect. Maintaining the planned investments in the community will also promote a sustainable fiscal blueprint for the next six years. These are also highlighted in the City's [budget update website](#). However, the City's financial challenges do not stop with the 2021 budget, and new, long-term growth revenue sources will be required to address future operational deficits (ranging from ~\$50 million to \$113 million by 2030) and the unfunded capital forecast (estimated at \$6.9 billion from 2018 to 2027).

Improving citizen satisfaction in terms of quality of life in the city and value for tax dollars will continue to be a priority, in addition to working with other levels of government to maximize Winnipeg's share of infrastructure funding. The 2021 Balanced Budget Update serves as a vehicle for Winnipeg to achieve these goals.



Photo: Mike Peters, courtesy Tourism Winnipeg

2021 Adopted Budget at a Glance



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



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



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



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



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

2021 Adopted Budget at a Glance



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



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



- A record \$152.2 million investment in road renewals in 2021, which is an increase of \$21.9 million from the budget of \$130.3 million in 2020. Part of a larger 6-year investment of \$864.1 million in road renewals
- Largest share of the annual capital budget
- Major source of employment and economic growth
- 6 year road renewal budget creates over 4,500 person years of employment, increases GDP by almost \$570 million and generates incremental tax revenue of \$51.4 million for Manitoba and \$63.4 million for Canada



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



- Leverage Provincial Capital funds for investment in City capital projects (APC, Buses and Trees)
- Additional Expenditure management target of \$15 million to be achieved by the Police Service
- Savings of \$12 million over the next 3 years from a recently negotiated Collective Agreement with WAPSO
- Built-in Corporate efficiencies of \$32.1 million in 2021

2021 Adopted Budget at a Glance

1. Keeping people safe – approximately \$4 million investment from General City Revenues including:



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

2. Easing the economic, social and emotional burden of the COVID-19 pandemic in 2021 – \$7.6 million



investment from the federal restart funds including:

- \$3.78 million to extend the property and business tax deferral program in 2021
- \$3.0 million to support a grant program for businesses, non-profits and other organizations that are required to temporarily close or reduce their operations as a result of the pandemic
- \$600,000 to provide grants to Community Organizations in support of initiatives for our residents to connect with one another in a safe way over the winter months
- \$250,000 for counselling and other supports for our Paramedics and Firefighters to help cope with the trauma and emotional stress of the pandemic

3. Restarting our economy – \$3.3 million from the federal restart funds including:



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

2021 BUDGET AT A GLANCE

(In millions of \$)

Revenue

	2020 Adopted Budget	2021 Adopted Budget
Tax Supported Operations	1,143.9	1,180.3
Utilities	661.4	678.3
Special Operating Agencies	81.4	74.3
Reserves	279.9	242.8

Total Revenue	2,166.6	2,175.7
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Expenditures

	2020 Adopted Budget	2021 Adopted Budget
Tax Supported Operations	1,143.9	1,180.3
Utilities	619.0	633.0
Special Operating Agencies	85.3	79.4
Reserves	277.4	287.8

Total Expenditures	2,125.6	2,180.5
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Surplus / (Deficit) before Other Adjustments	41.0	(4.8)
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Notes:

- The consolidated budgets are presented in Appendix 8 and 7 of Volume 2 for 2020 and 2021, respectively. The reconciliation from the adopted budget to the consolidated budget can be found on the next page.
- 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.
- The beginning and ending balance in the General Revenue Fund is zero.
- A detailed list of reserve funds can be found in Appendix 3 of Volume 2.
- The City's fund structure is described on page 1-13 of 2021 Budget Volume 1.

2021 Budget at Glance

Reconciled to the Consolidated Budget - By Fund

(in thousands of dollars)	Budget At A Glance	Consolidating Entries	Consolidated Budget
Revenues			
Tax Supported	\$ 1,180,312	\$ (62,217)	\$ 1,118,095
Utilities	678,353	(331,998)	346,355
Special Operating Agencies	74,321	(54,006)	20,315
Reserves	242,788	(153,931)	88,857
Capital		227,858	227,858
Civic Corporations		24,416	24,416
Total Revenues	2,175,774	(349,878)	1,825,896
Expenses			
Tax Supported	1,180,312	(370,913)	809,399
Utilities	633,026	(203,844)	429,182
Special Operating Agencies	79,429	(9,496)	69,933
Reserves	287,824	(252,405)	35,419
Capital		329,626	329,626
Civic Corporations		62,085	62,085
Total Expenses	2,180,591	(444,947)	1,735,644
Excess / (Deficiency) Revenues Over Expenses	(4,817)	95,069	90,252

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

Revenues

1. Eliminate inter-fund transfers	(512,214)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants to Civic Corporations	(20,010)
4. Eliminate property taxes paid by City entities	(17,066)
5. Eliminate water revenue paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital related revenue, net of inter-fund transfers	227,858
8. Include revenue for Civic Corporations, net of inter-fund transfers	24,416
9. Other	(95)
	(349,878)

Expenses

1. Eliminate inter-fund transfers	(750,114)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants paid to Civic Corporations	(25,643)
4. Eliminate property taxes paid by City entities	(17,065)
5. Eliminate water expense paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital expenses, net of inter-fund transfers	329,626
8. Include expenses for Civic Corporations	62,085
9. Increase in liability for environmental issues, vacation and workers' compensation	9,475
10. Other	(544)
	(444,947)

Basis of Budgeting

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

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

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

Expense and Revenue Recognition

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

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

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 Volume 2.

Service-Based Budget

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

Capital Leases

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

Debt and Debt Payments

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

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

Consolidation

The annual operating budget adopted by Council provides the spending authorization for each fund, and therefore the current year budget is adopted on a non-consolidated basis. That is, inter-fund transactions have not been eliminated in order to ensure full spending authority is provided. However, each year in the budget document, a consolidated budget is prepared for the current year which eliminates inter-fund transactions. This consolidated budget is then available each year-end to allow comparison and variance reporting to the annual financial statements, also prepared on a consolidated basis (see Appendix 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. 2021 is the first update year in the multi-year process, and with updates, 2021 to 2023 remain balanced.

Reserves

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

Fees and Charges

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

Long-Term Capital Forecasting

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

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

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

For more information on the City's policies, strategies and Plans, refer to 2021 Budget Volume 1 Community Trends and Performance Report -

https://winnipeg.ca/cao/pdfs/CommunityTrendsandPerformanceReportVolume1_2021.pdf.



2021 Budget Update

2020 – 2023 Multi-Year Budget

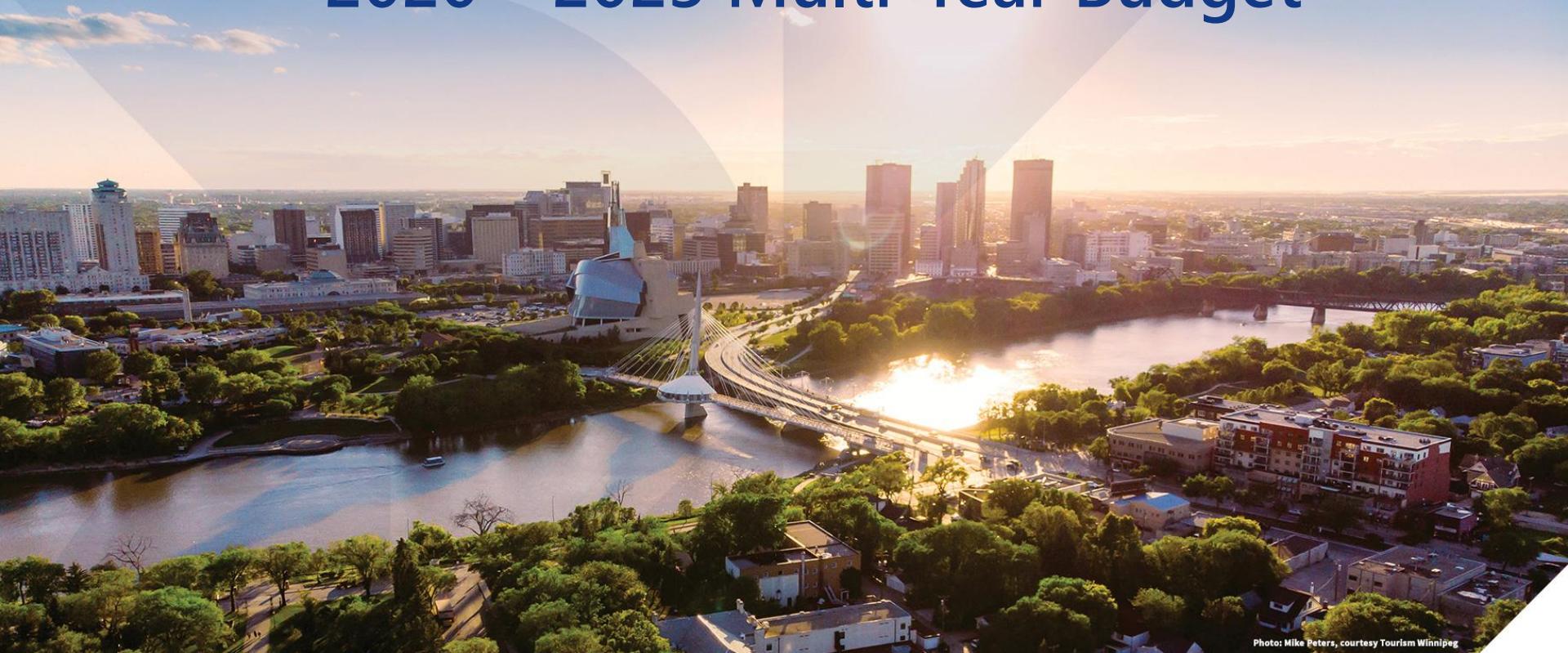


Photo: Mike Peters, courtesy Tourism Winnipeg

Agenda

1-22

- Budget Context
 - Multi-Year Budget Goal
 - Budget Update Process
 - Multi-Year Budget Policy
 - Budget Guidelines
 - Budget Update Process
 - Key Goals and Priorities
 - Budget Consultation
- 2021 Balanced Budget Update
 - Budget Engagement
 - Economic and Financial Impact of COVID-19
 - Operating and Capital Budgets
 - Debt Strategy
- Budget Outlook
- Schedule of Budget Review Meetings

Adopted 2021 Budget - Overview

Budget Context

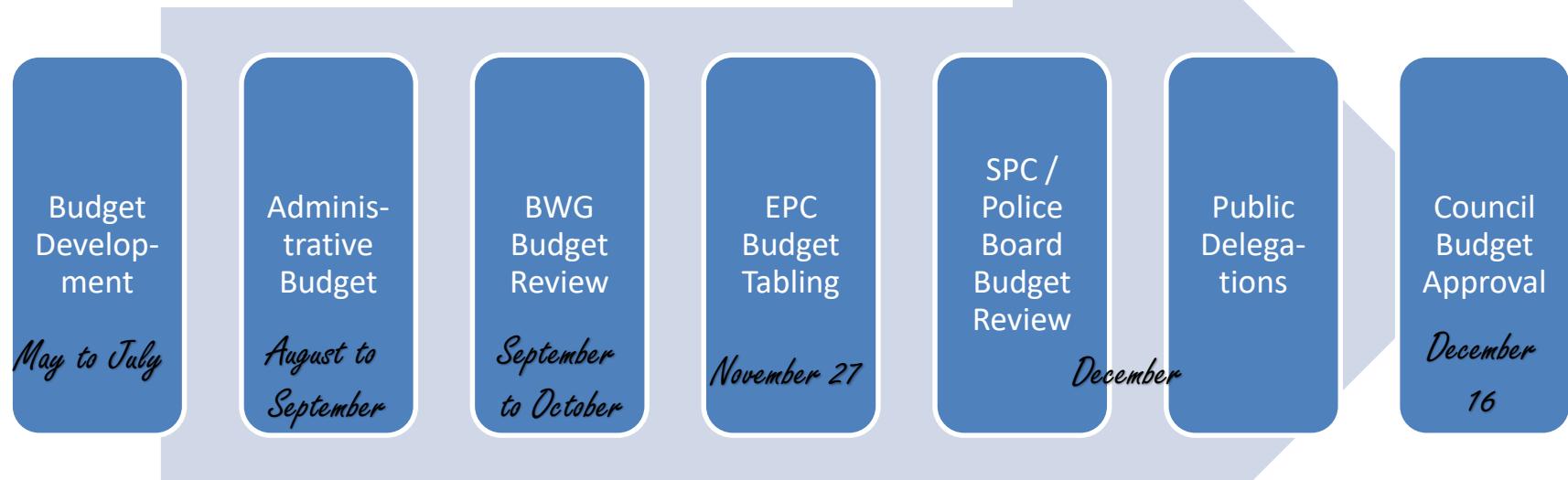
- Multi-year Budget Goal:
 - Budget Update Process
 - [Multi-Year Budget Policy](#)
 - Legislative changes (LEGISLATION)
 - New Council direction (COUNCIL)
 - Cost or Revenue drivers (REV/COST)
 - Incremental operating impact of approved capital projects (OP_CAP)
 - Housekeeping or fine tuning adjustments (HOUSEKEEP)
 - Budget Guidelines
 - Principles
 - Highlight significant changes from Council approved forecast
- Note: 2021 Budget Volume 1 Community Trends and Performance Report published in July 2020



Budget Context

1-24

- Budget Update Process



Adopted 2021 Budget - Overview

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

Budget Context

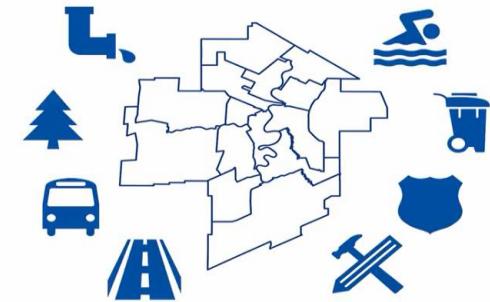
Key Goals

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

Key Priorities

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

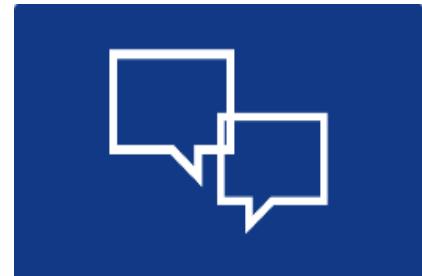
1-25



Budget Context

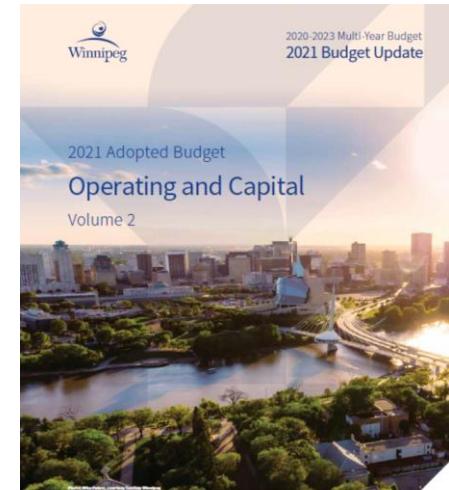
1-26

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



Budget Context

- 2021 Balanced Budget Update
 - Economic recovery and community support
 - COVID-19 impact
 - Maintain Council approved services
 - Robust capital plan
- Fiscally responsible
 - Financial Stabilization reserve – above the target balance
 - Credit rating / liquidity position
 - Flexibility to adapt to future challenges



Adopted by Council – December 16, 2020

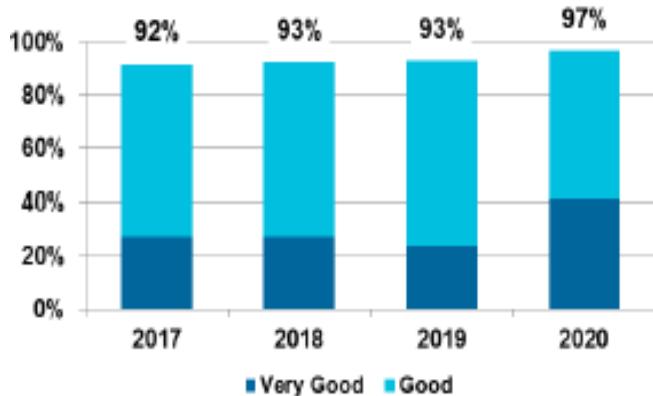
2021 BALANCED BUDGET UPDATE

Budget Engagement

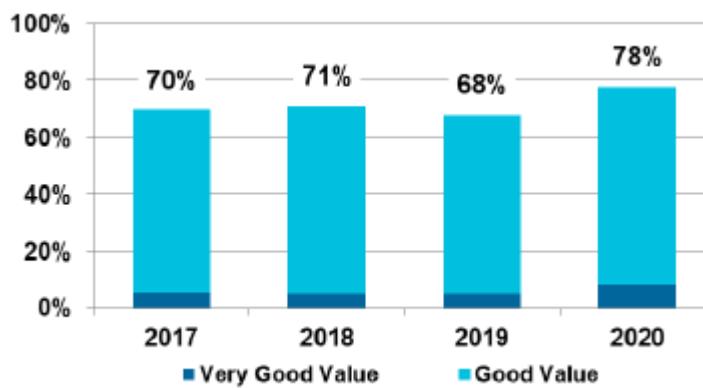
Citizen Survey Results

Adopted 2021 Budget - Overview

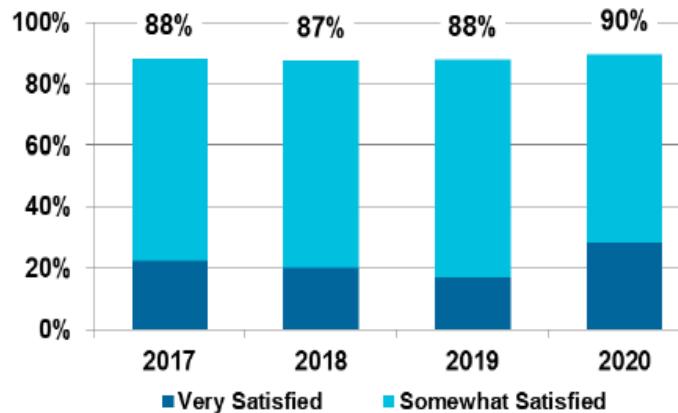
Quality of Life



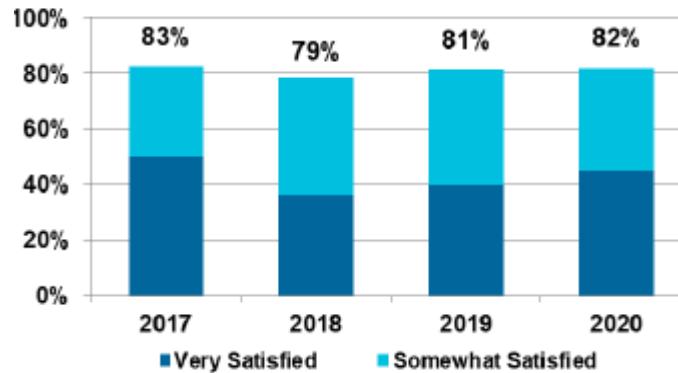
Value for Tax Dollars



Service Satisfaction



Customer Service



Full results available at winnipeg.ca/budget2021

Budget Engagement

Online Survey Results

1-30

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

Note: Final results are not a representative sample of Winnipeg residents, either by age or by geographic area.

- Top most represented postal codes: R3G, R3M, R3C
- Represented age groups: 0.1% under 18; 41.8% 18-34; 39.2% 35-55; 18.9% 55+

2020-2023 Multi-year Budget Priorities



#1 – Community Services

#2 - Investment in Transit

#3 – Community safety

#4 – Roads

#5 – Controlling expenses and driving efficiencies

#6 - Trees

#7 – Fire protection

Budget Engagement

Online Survey Results

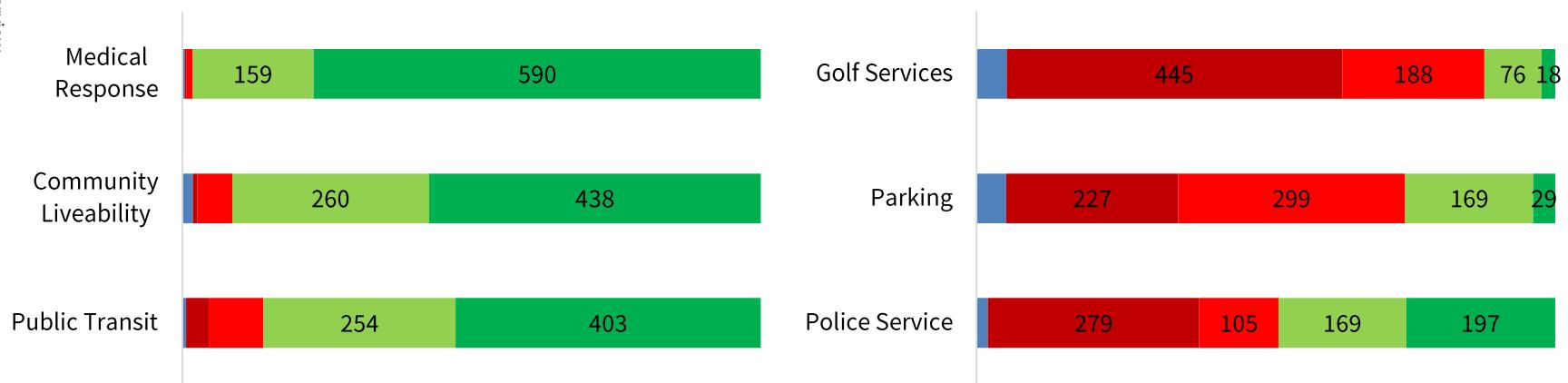
Adopted 2021 Budget - Overview

Three most important services

768 responses, 1 skipped

Three least important services

768 responses, 1 skipped



■ Not sure/Don't know ■ Not important at all
■ Not important ■ Important
■ Very Important

■ Not sure/Don't know ■ Not important at all
■ Not important ■ Important
■ Very Important

- [Summary available here.](#)
- [Appendices available here.](#)

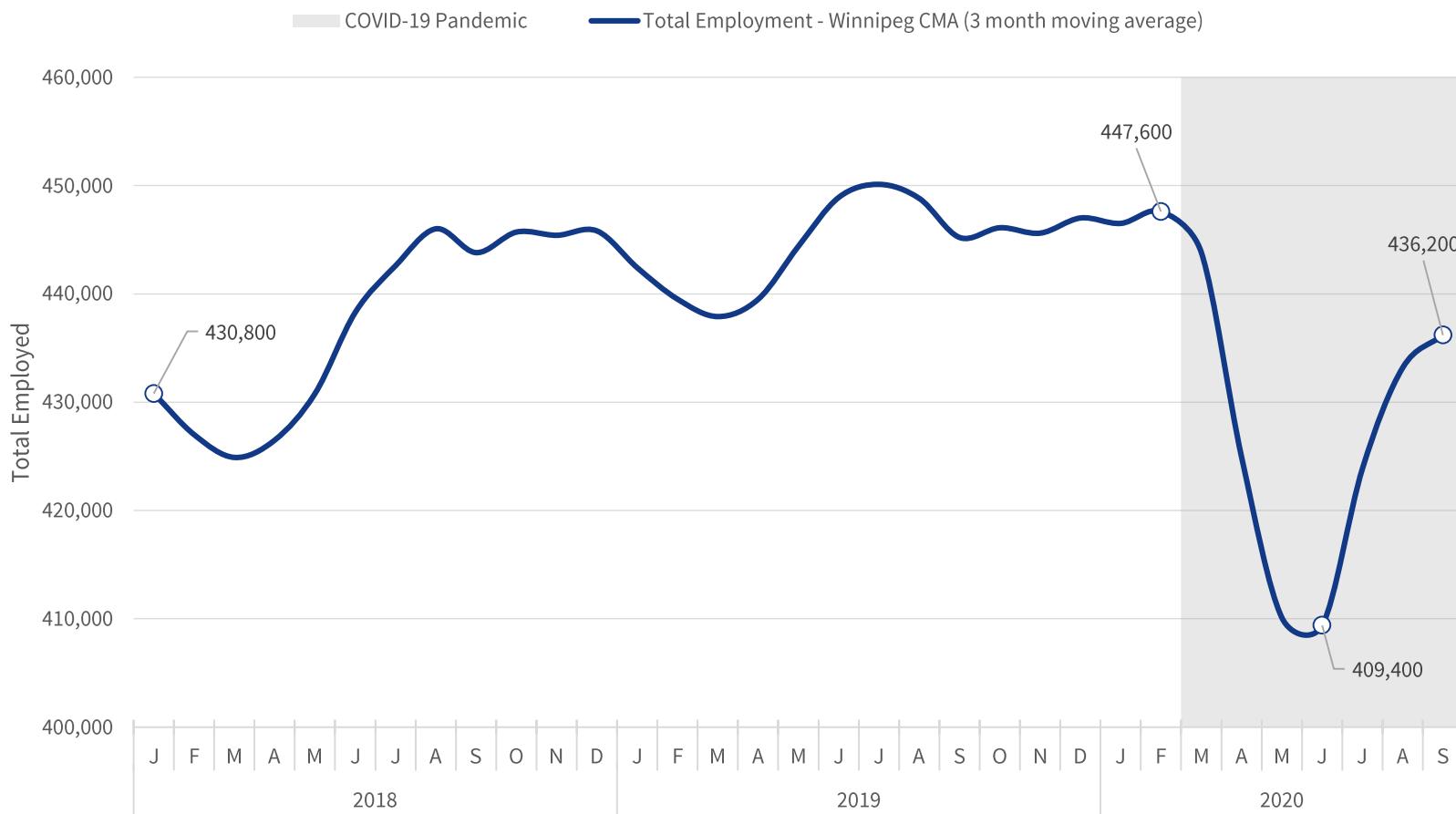
1-31

ECONOMIC AND FINANCIAL IMPACT OF COVID-19

Winnipeg CMA: Total Employment

Three-month Moving Average

Adopted 2021 Budget - Overview

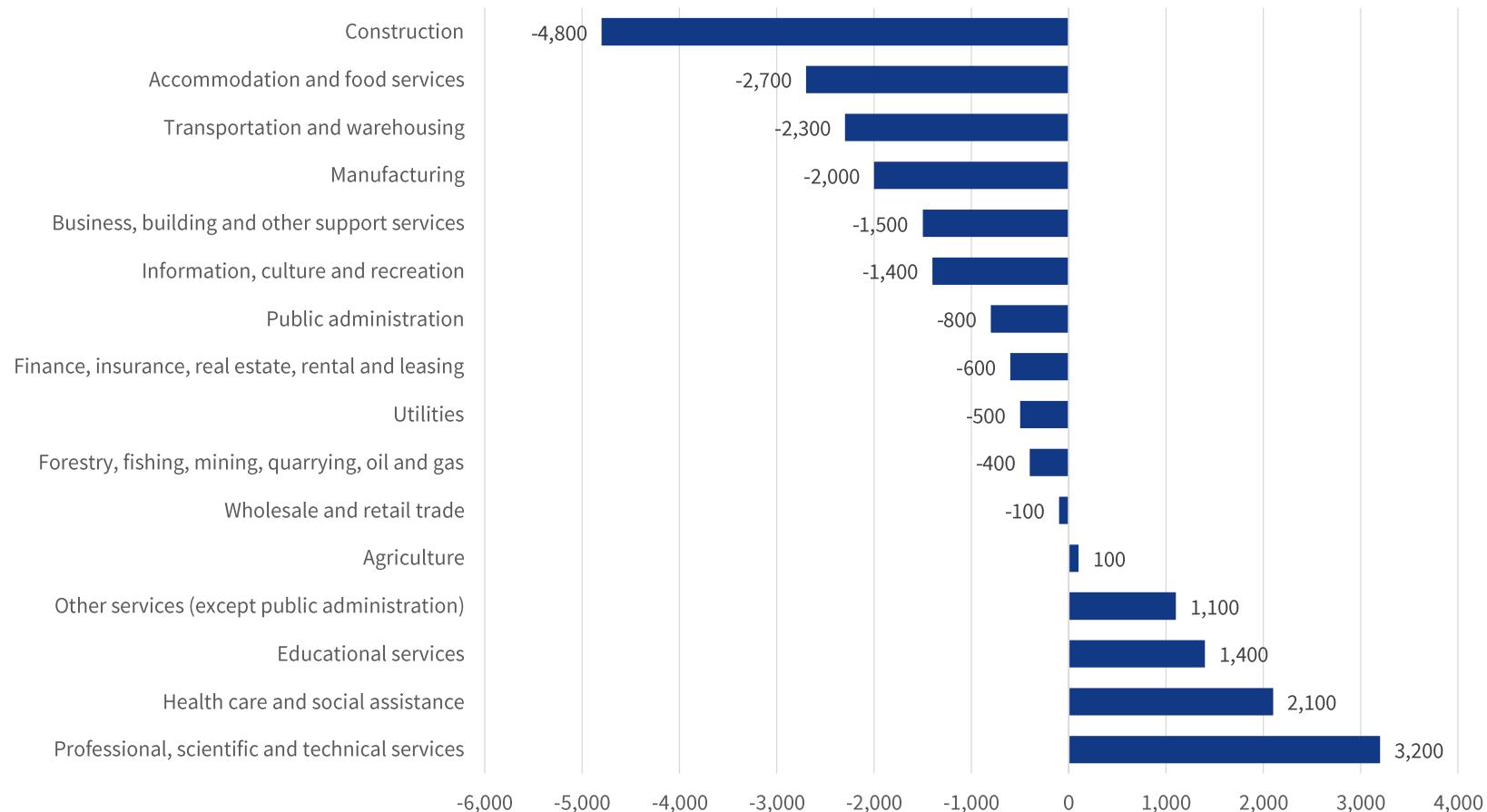


Source: Statistics Canada. Table 14-10-0097-01, Employment by Industry, Three-month Moving Average, Unadjusted for Seasonality, Census Metropolitan Areas

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

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

1-34



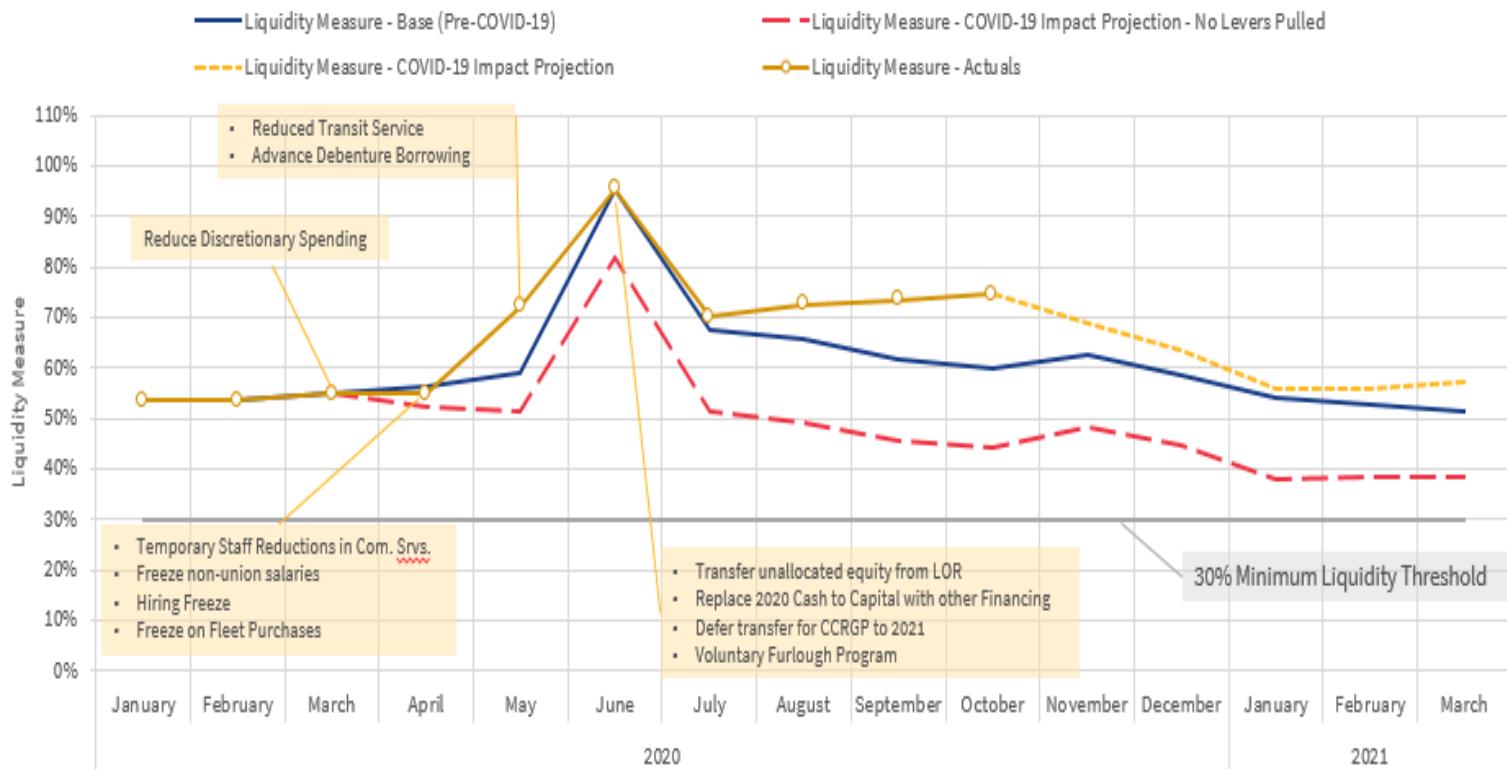
Source: Statistics Canada. Table 14-10-0097-01, Employment by Industry, Three-month Moving Average, Unadjusted for Seasonality, Census Metropolitan Areas

Adopted 2021 Budget - Overview

City of Winnipeg Liquidity Measure

Baseline vs. Projection

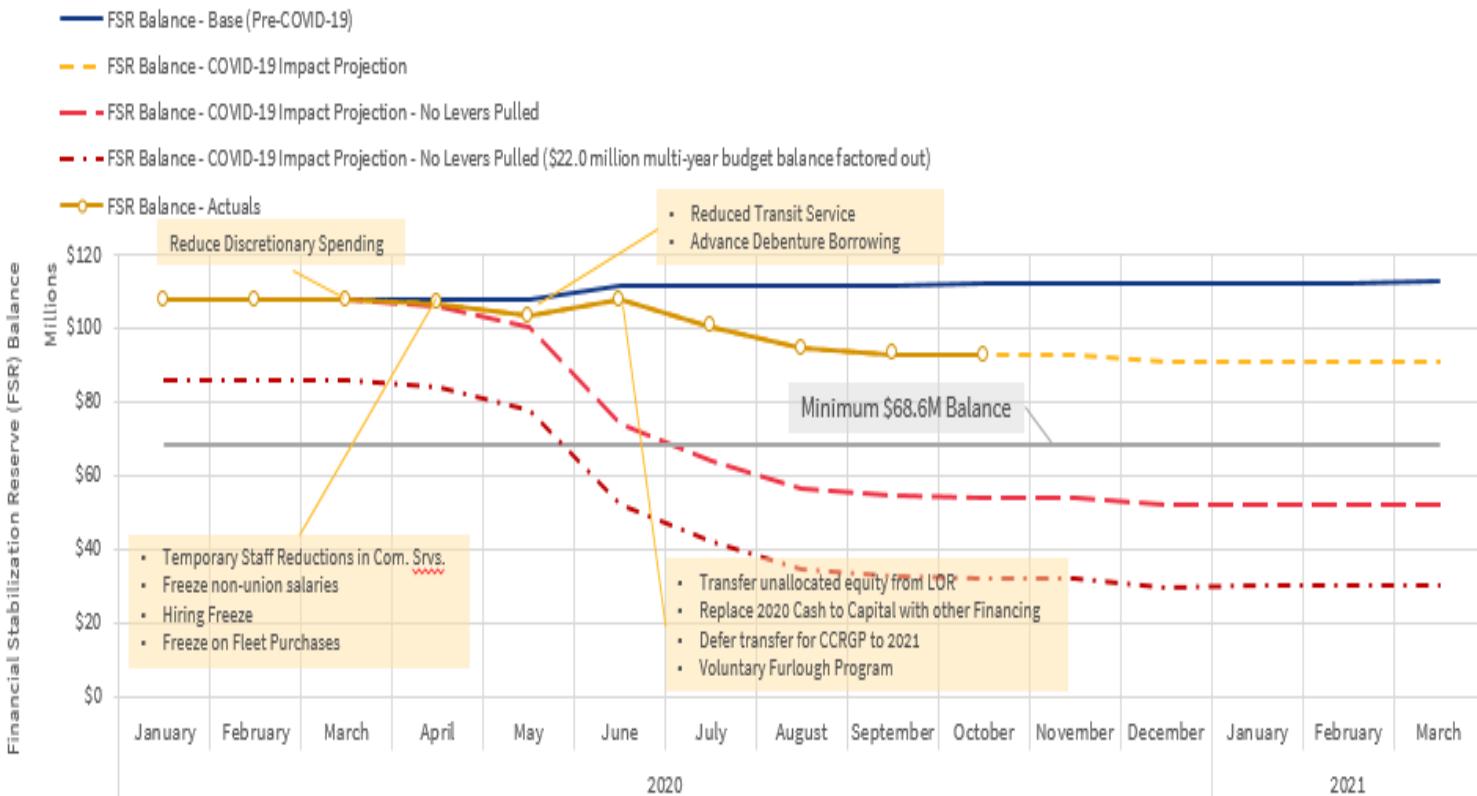
Adopted 2021 Budget - Overview



City of Winnipeg Financial Stabilization Reserve

Baseline vs. Projection

1-36



Adopted 2021 Budget - Overview

COVID-19 Pandemic Impact to City 2021 Budget

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

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

OPERATING AND CAPITAL BUDGET

Budget Overview

(Service Based View)

2021 BALANCED BUDGET UPDATE				
Service Based Budget by Standing Policy Committee (in millions of \$)	FTEs	Operating Budget	Capital Budget	Reserves Projected Ending Balance
Infrastructure Renewal and Public Works	2,271	(249.0)	187.1	15.7
Water and Waste, Riverbank Management and the Environment	977	21.4	116.3	201.1
Property and Development, Heritage and Downtown Development	589	3.5	6.9	43.4
Protection, Community Services and Parks / Winnipeg Police Board	4,421	(572.3)	53.4	10.2
Innovation and Economic Development	393	(32.2)	22.3	7.2
Executive Policy Committee	509	868.8	0.4	105.7
Total City	9,160	40.2	386.4	383.3

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

Notes:

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

Year 2 of the Balanced Tax Supported Multi-Year Budget

1-40

Significant budget changes (in millions of \$):	2021 - 2023	
Police pension adjustment		30.7
COVID - tax supported	14.0	
COVID - Transit	41.4	55.4
Reversal of PST rate adjustment		3.2
Investment in Forestry Branch		3.0
Other cost pressures		5.2
Sub-total Cost Pressures	97.5	
How did we balance:		
Projected Police savings to be determined by the Winnipeg Police Service		15.3
WAPSO collective agreement	12.0	
Adjusted estimated increases in salaries and benefits	16.3	28.3
Provincial funding offset with cash to capital		30.0
Replace cash to capital with debt (excludes Transit options)		10.0
Transit service reduction and other options		12.9
Miscellaneous		1.0
Sub-total Options	97.5	
Mill Rate Support (before Federal Restart Funding)		-

Operating Budget Highlights

Annual Tax Supported Operating Increase ¹	Average ³
2021 Budget (Council December 16, 2020)	1.2%
Approved in the Multi-Year Budget ²	1.5%

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

Notes:

1. Based on expenditures before capital related expenditures
2. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
3. Average for 2020 to 2023

Operating Budget Highlights

1-42

Budget Impacts – Not Projected in MYB¹, Included in Preliminary Budget

Impact of COVID-19 ²	One-time investment increase (55%) for Transit
Police pension plan adjustment	Reversal of assumed PST savings
Public Engagement for Police funding	Debt and finance charges – North District Police Station and Waverley West Fire Station

Notes:

1. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
2. Based on low economic impact scenario
3. Budgets / services impacted is not an exhaustive listing

Tax Supported Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021 Budget	2022 Projection	2023 Projection	2021 to 2023 Total
Mill Rate Support - Council Approved Multi-Year Budget 2020 to 2023 (a)		-	-	-	
<i>Increase (Decrease) From Forecast*:</i>					
Revenue:					
1. Decreases due to COVID-19 impacts including permit and recreation fee revenue losses	REV/COST	(9.9)	0.4	(0.4)	(9.9)
2. Transfer from/(to) Financial Stabilization Reserve	REV/COST	27.2	(15.7)	(25.3)	(13.8)
3. Revenue shortfall due to re-introduction of tax penalty waivers, funded by federal safe restart funding	REV/COST	(3.8)			(3.8)
4. Transfer from reserves/other funds	REV/COST	5.8	1.1	1.0	7.9
5. Miscellaneous adjustments	HOUSEKEEP	1.5	3.5	0.9	5.9
Revenue Net Change (b)		20.8	(10.7)	(23.8)	(13.7)

Tax Supported Operating Budget Changes

1-44

Operating Budget (In millions of \$)	MYB Criteria	2021 Budget	2022 Projection	2023 Projection	2021 to 2023 Total
<i>Expenditures:</i>					
<i>Increase (Decrease) From Forecast*:</i>					
6. Increased Transit subsidy in 2021 (from \$67.3 million to \$104.3 million, 55% increase) primarily due to the pandemic; decreased in 2022 and 2023 primarily due to capital related expenditures	REV/COST	25.8	(7.1)	(10.0)	8.7
7. Arbitrator's decision on changes to the Police pension	COUNCIL	9.1	11.7	9.9	30.7
8. Projected Police savings to be determined by the Winnipeg Police Service	REV/COST	(5.1)	(5.1)	(5.1)	(15.3)
9. Adjustments in salaries and benefits	REV/COST	(3.8)	(8.2)	(11.7)	(23.7)
10. Decrease in transfer to capital, including capital closing surplus	REV/COST	(10.3)	(3.7)	(9.2)	(23.2)
11. Decrease in debt and finance charges primarily due to cash flow timing and rate changes	REV/COST	(4.4)	(1.9)	(1.2)	(7.5)
12. Corporate efficiencies adjustments	REV/COST	7.6	0.8	0.8	9.2
13. Miscellaneous adjustments	HOUSEKEEP	1.9	2.8	2.7	7.4
Expenditures Net Change (c)		20.8	(10.7)	(23.8)	(13.7)
Mill Rate Support - Adopted Budget (a+b-c)					

* Includes housekeeping or fine tuning adjustments.

Utilities and SOAs Operating Budget Changes

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

* Includes housekeeping or fine tuning adjustments.

Federal Safe Restart Funding in 2020

1-46

Municipal (operating) \$42.2 million

Transit \$32.3 million

Total \$74.5 million

COVID-19 Crisis Cash Flow Management

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

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

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

Restarting Economy \$3.3 million

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

2021 Revenue Highlights

Property Taxes - \$658.7 million

- 2.33% tax increase dedicated to infrastructure
- \$24.1 million increase in comparison to 2020

Business Taxes - \$57.9 million

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

Water and Sewer sales - \$324.4 million

- \$9.9 million increase over 2020

Transit Fares- \$54.1 million

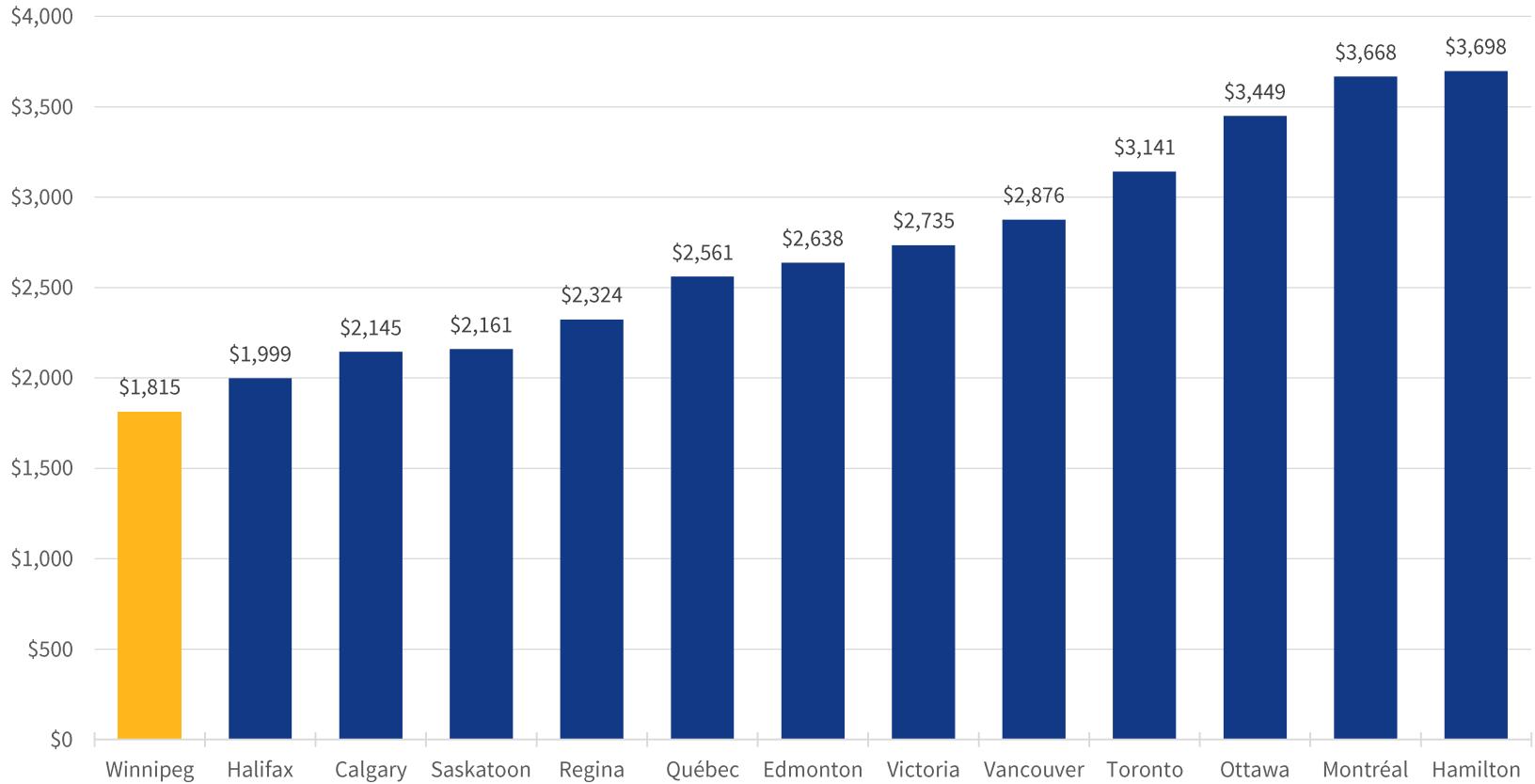
Government Grants - \$197.7 million

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

Increase of \$46.3 million in comparison to 2020

2020 Municipal Property Tax Comparison for Average Home

1-48



Adopted 2021 Budget - Overview

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

Average Home Assessed at \$313,590 in 2021

Adopted 2021 Budget - Overview



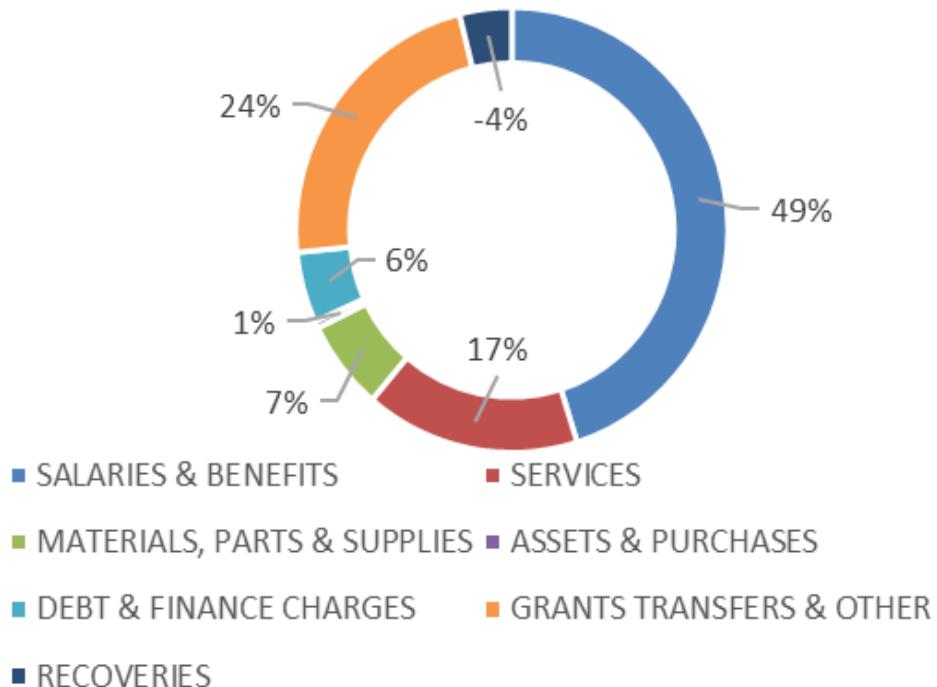
	2020	2021	Change
Municipal property taxes (excludes school taxes)	\$1,815	\$ 1,857	\$ 42 2.33%

12 cents per day on the average home

2021 Expenditure Highlights

1-50

Tax Supported \$1,180 million,
Utilities and SOAs \$713 million



Total City
Expenditures \$1.893
billion

Increase of \$44 million
in comparison to 2020

- Salaries and benefits \$26 million
- Transit subsidy \$37 million
- Efficiencies (\$26) million
- Other \$7 million

Capital Budget Summary

Adopted 2021 Budget - Overview

In Millions of \$	2020 Adopted Budget	2021 Adopted Budget	2022 to 2026 Forecast	6-year Total
Tax Supported	\$ 205.9	\$224.2	\$ 1,039.2	\$ 1,263.4
Utilities	147.0	143.8	769.1	912.9
Special Operating Agencies	16.6	18.4	84.0	102.4
TOTAL	\$ 369.5	\$386.4	\$ 1,892.3	\$ 2,278.7

Key Projects in 2021 Budget

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

Economic Impact Assessment on 2021 to 2026 Capital Budget

1-52

Economic Impact

Gross Domestic Product

Person Years of Employment

Federal Government Tax Revenue

Provincial Government Tax Revenue

Manitoba

\$997.9 million

8,308

\$110.7 million

\$111.1 million

Rest of Canada

\$266.3 million

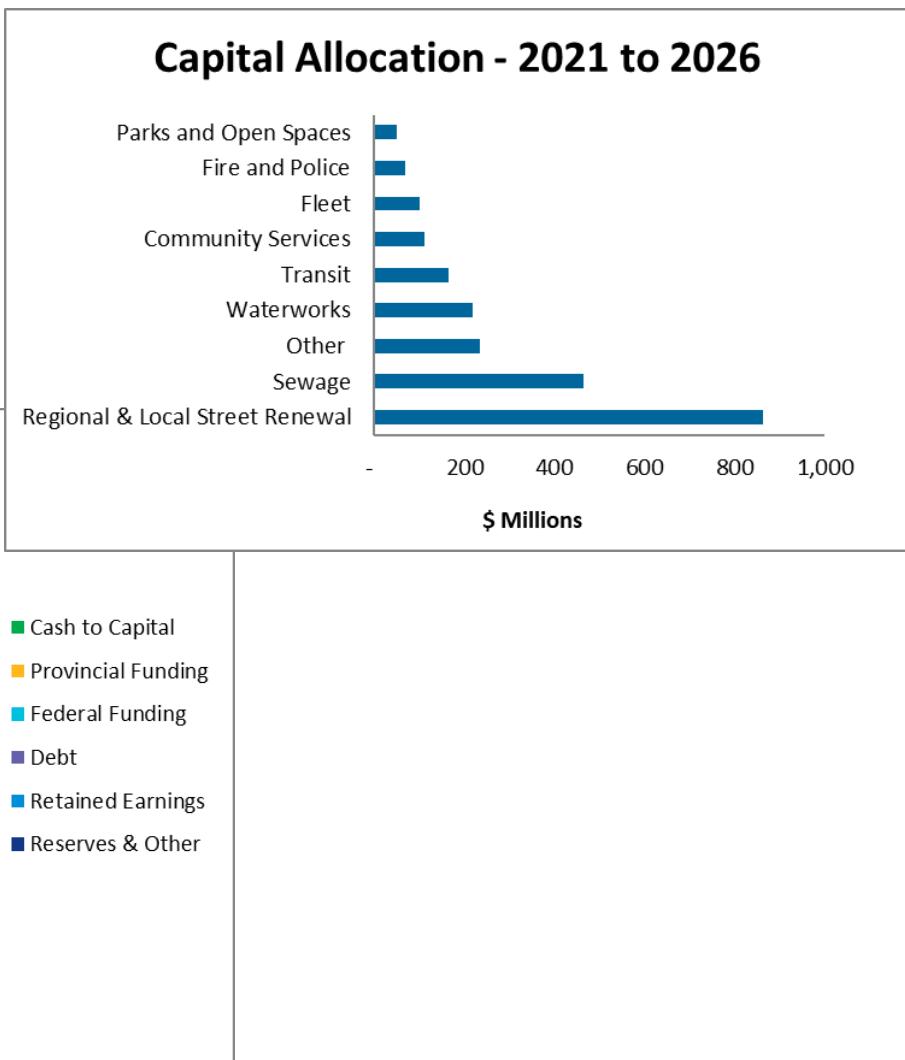
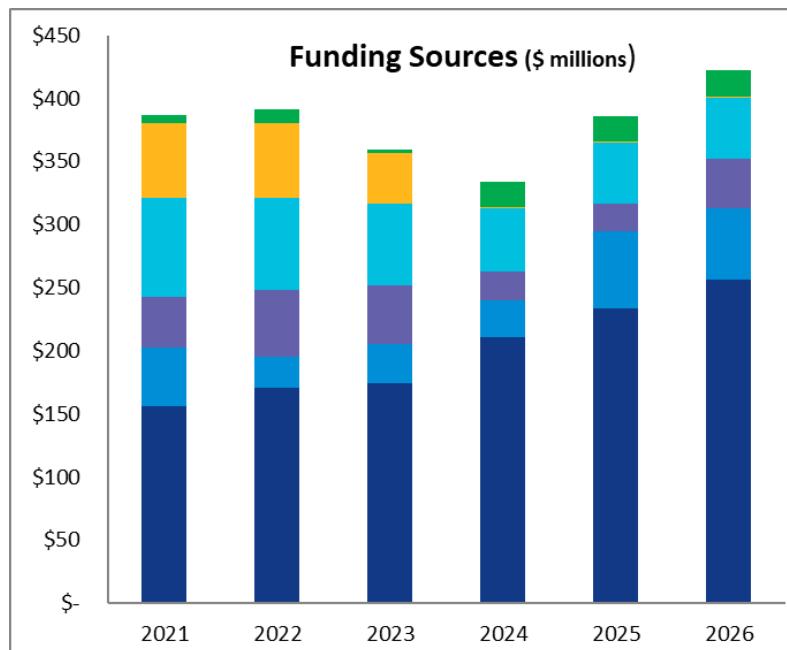
2,083

\$28.5 million

N/A

Capital Budget Highlights

Adopted 2021 Budget - Overview



Capital Budget Changes

1-54

Projects in millions of \$	2021	2022	2023	2024	2025	2025 Total	2026 ³	6-year Total
Forecast from 2020 Budget¹	363.4	365.7	329.7	337.2	390.8	1,786.8	-	1,786.8
Significant Increase / (Decrease):								
Recreation and Library Facility Invesment Strategy	16.7	16.7	16.6	-	-	50.0		50.0
Assiniboine Park Conservancy	3.1	3.4	3.4	3.4	3.4	16.7	3.4	20.1
Transit Buses	(3.5)	-	0.5	(0.5)	-	(3.5)		(3.5)
Water and Waste ²	6.6	2.5	8.7	(9.8)	(11.3)	(3.3)		(3.3)
Various / 2026 Changes	0.1	3.0	0.7	3.4	2.7	9.9	418.7	428.6
Total Changes	23.0	25.6	29.9	(3.5)	(5.2)	69.8	422.1	491.9
2021 TO 2026 CAPITAL BUDGET	386.4	391.3	359.6	333.7	385.6	1,856.6	422.1	2,278.7

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

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

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

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

Adopted 2021 Budget - Overview

Strategic Investments

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

Strategic Investments

- 1-56
- Operating and capital support to Assiniboine Park Conservancy
 - \$11.7 million operating grant in 2021, \$12.1 million in 2022 and \$12.4 million in 2023
 - \$5.1 million in 2021 for ongoing infrastructure renewal, 6-year investment \$32.1 million
 - Continued funding to reduce incidence of combined sewer overflows - \$180 million for 6 years
 - Urban Forest Enhancement Program, includes Reforestation
 - Operating funding - \$13.2 million in 2021, \$13.4 million in 2022 and \$13.6 million in 2023
 - \$6.2 million in 2021 capital budget, 6-year capital investment \$29.2 million
 - Water Meter Renewal Program - \$39 million in 2025 and 2026
 - Southwest Interceptor - \$60 million as of 2026

Debt Strategy

Purpose

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

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

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

The principal and interest amounts as well as purpose of debt obligations are reflected in the 2019 detailed [financial statements](#) (pages 503-515).

Debt Strategy - Credit Rating

1-58 **S&P Global – AA/Stable/since January 2003 (Reaffirmed November 2020) based on the following strengths:**

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

Debt Strategy - Credit Rating

Adopted 2021 Budget - Overview

Moody's – Aa2 Stable

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

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

The City's credit rating has benefited from:

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



Photo: Mike Peters, courtesy Tourism Winnipeg

Budget Outlook

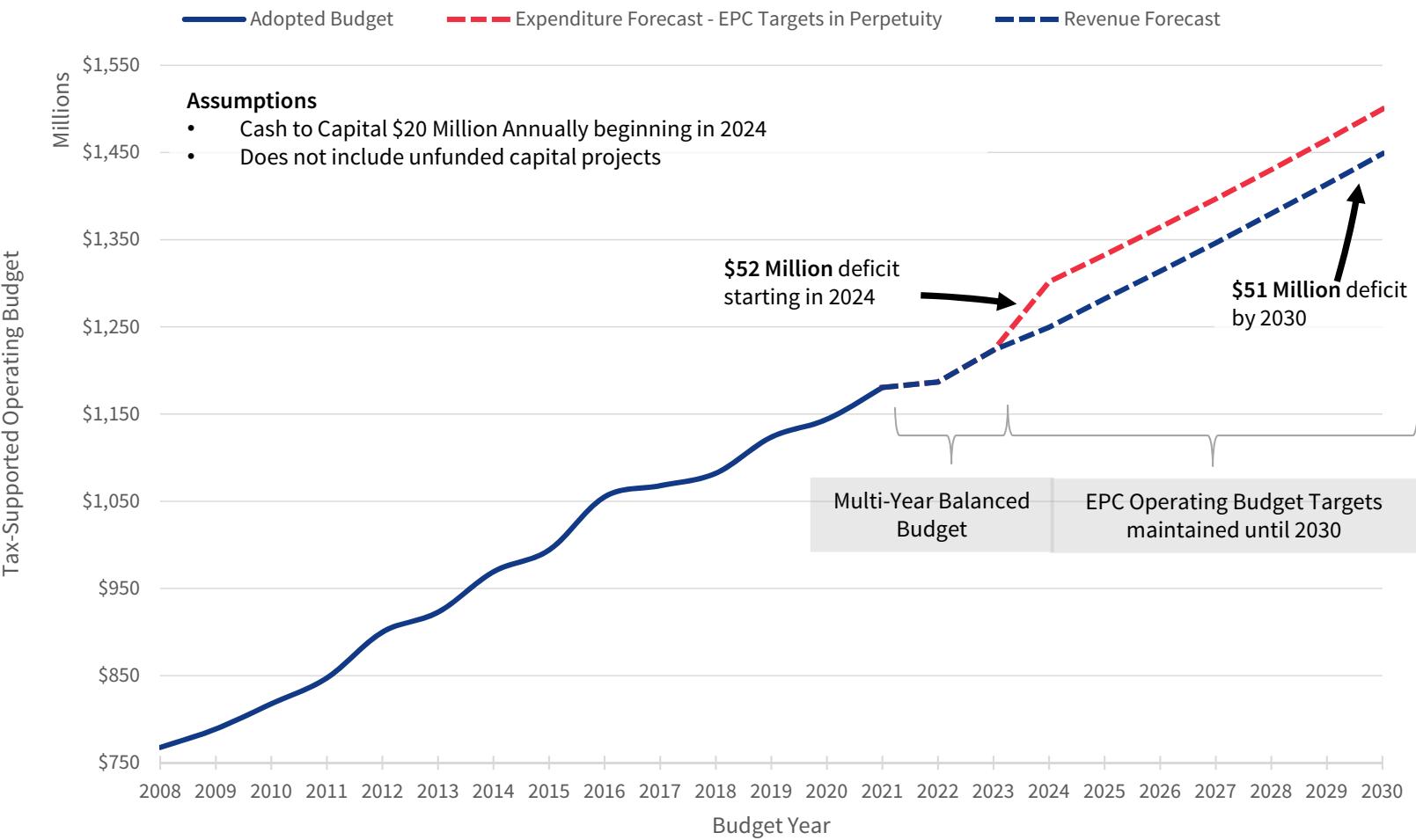
Budget Outlook

Multi-year Balanced Budget

- Focused on maintaining the balanced operating budget (2021 to 2023) and 6-year capital program
- Next steps:
 - Annual budget review and update
 - 2022 budget update by current Council
 - 2023 first budget by the next Council
 - New multi year budget cycle 2024 to 2027 with balanced operating and capital budgets

Budget Outlook

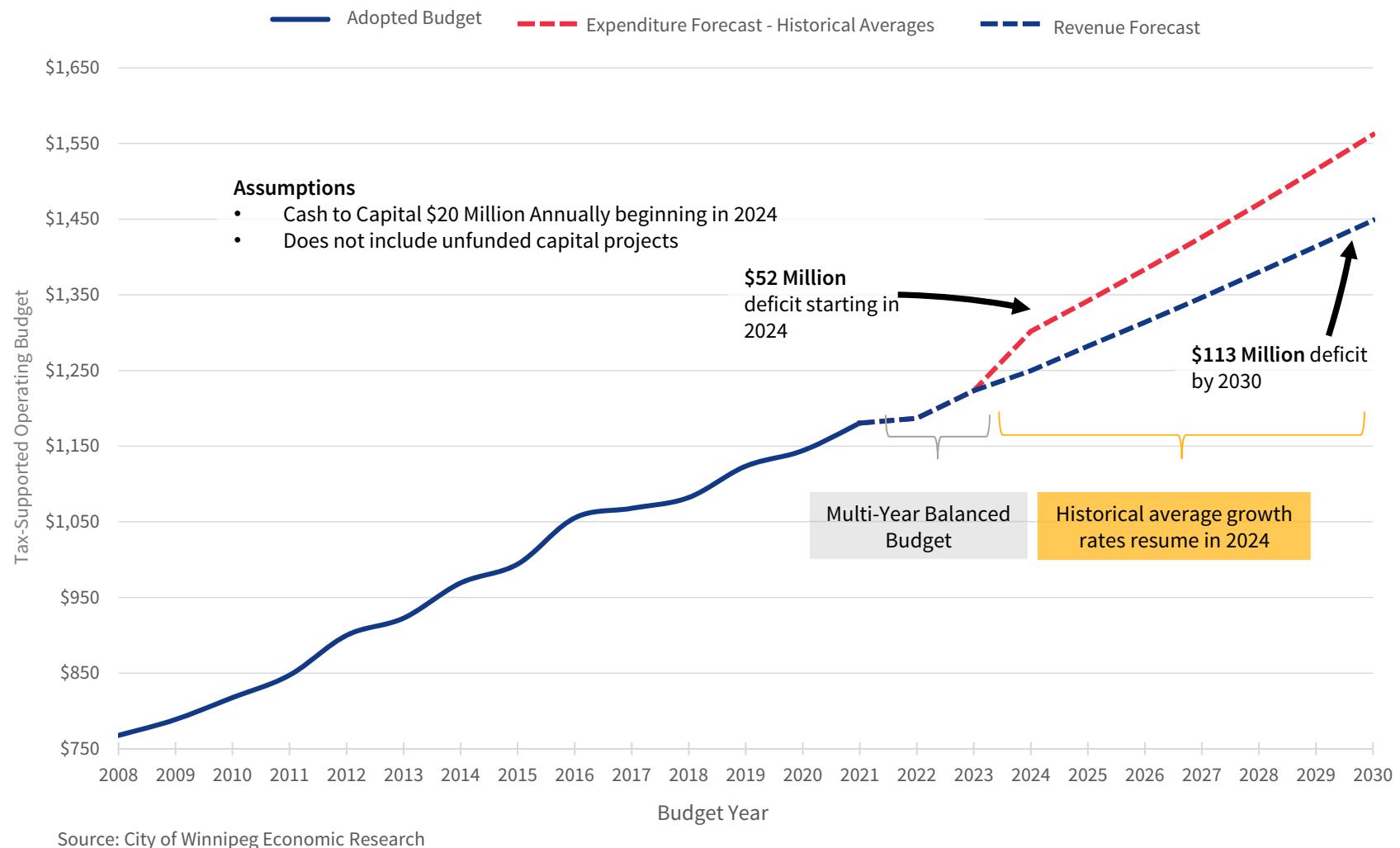
Tax-Supported Operating Budget Forecast – If EPC Targets maintained until 2030



Budget Outlook

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

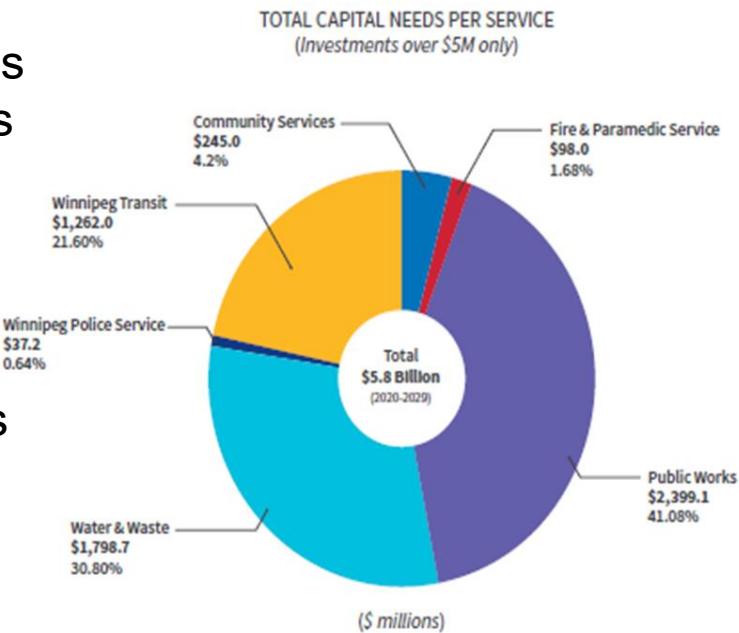
Adopted 2021 Budget - Overview



Budget Outlook

1-64

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



Schedule of Meetings

Multi-year Operating and Capital Budget

Adopted 2021 Budget - Overview

Date	Committee	Links to the Departmental Presentation
Friday, November 27, 2020	Special Executive Policy Committee Meeting to Table Budget	Not applicable
Tuesday, December 1, 2020	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Regular Meeting)	Water & Waste
Wednesday, December 2, 2020	Standing Policy Committee on Protection, Community Services and Parks (Regular Meeting)	Parks & Open Space Community Services Fire Paramedic Service
Friday, December 4, 2020	Standing Policy Committee on Infrastructure Renewal and Public Works (Regular Meeting)	Transit Public Works & Street Lighting
Monday, December 7, 2020	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Regular Meeting)	Planning, Property & Development Municipal Accommodations
Tuesday, December 8, 2020	Standing Policy Committee on Innovation and Economic Development (Regular Meeting)	Innovation, Transformation & Technology Economic Development Animal Services Agency Winnipeg Fleet Management Agency Winnipeg Golf Services Agency Winnipeg Parking Authority

Schedule of Meetings

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Multi-year Operating and Capital Budget

Date	Committee	Links to the Departmental Presentation
Thursday, December 10, 2020	Winnipeg Police Board (Special Meeting)	Winnipeg Police Service
Friday, December 11, 2020	Executive Policy Committee to hear delegations on Budgets (Special Meeting)	Not applicable
Tuesday, December 15, 2020	Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations (Special Meeting)	Not applicable
Wednesday, December 16, 2020	Special Meeting of Council to consider Budgets	Not applicable

Council Recommendations – Adoption of the 2021 Budget

COUNCIL DECISION: (December 16, 2020)

Council concurred in the recommendation of the Executive Policy Committee as amended, and adopted the following:

OPERATING BUDGET RECOMMENDATIONS:

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

- A. i. That the 2021 Preliminary Operating Budget (page 2-1), including the budget for reserves (Appendix 3), be reviewed and approved by Council; and
- ii. That the 2022 through 2023 projections set out on page 2-2 of the Preliminary Budget be reviewed and approved by Council.

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

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

- C. i. That the City's business tax rate remain at 4.84% in 2021; and
- ii. That Council enact the attached Small Business Tax Credit By-law under subsection 219(2) of the City of Winnipeg Charter, which will provide a tax credit in the amount of all municipal business taxes owed for businesses with an annual rental value of \$44,200 or less in 2021 (\$35,700 in 2020).

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

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

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

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

- i. Reverse the following decisions approved by Council on June 26, 2020 (Item 7 of the Report of Executive Policy Committee dated June 18, 2020 - "Addressing the Financial Challenges of COVID-19" – Additional Proposed Actions out of the COVID-19 Crisis Cash Flow Management Plan) including repealing Borrowing By-law No. 63/2020:
 - a. Replace the cash to capital funding for 28 capital projects as detailed in Appendix 2 of the June 26, 2020 Report, with external borrowing of \$15.607 million for tax supported departments (operating) and \$2.805 million for Transit Department (transit);
 - b. Include debt and finance charges in 2021 and future years resulting from the external borrowing of \$18.412 million; and
 - c. Approve transfer in 2020 from the Land Operating Reserve to the General Revenue Fund to a maximum of \$8 million.
- ii. Transfer \$7.735 million to Winnipeg Parking Authority SOA to mitigate the revenue losses incurred in 2020; and
- iii. Allocate \$8.881 million for a COVID-19 Economic Recovery and Community Support Program (as specified in Recommendation 1.G.i.) and \$2 million for an investment in Affordable Housing (as specified in recommendation 1.G.ii).

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

- G. That Council approve the following transfers in 2020 from the General Revenue Fund:
- i. \$8.881 million to the General Purpose Reserve Fund for a COVID-19 Economic Recovery and Community Support Program as noted in recommendation 1.E.iii. The goals of the COVID-19 Economic Recovery and Community Support Program are to stimulate the City's economy, revitalize the community and grow the assessment base. Initiatives included in the 2021 budget and 2022 to 2023 projections:
 - a. Re-establishment of an Economic Development Office as a direct report of the Chief Administrative Officer for a total of \$500,000;
 - b. Improvements to the planning, development and permitting processes for additional full-time equivalents (FTEs) and technological investments for a total of \$750,000;
 - c. Compensate for City revenue shortfall for re-introduction of property and business tax penalty waivers (as specified in Recommendation 1.H.) estimated at \$3.781 million in 2021;
 - d. Funding of \$600,000 for Winnipeg Wellness Support grant program (Winnipeg Wellness Fund) to address physical, mental, spiritual and emotional distress due to COVID-19 pandemic (as specified in Recommendation 1.I.);
 - e. Funding of \$3 million for Winnipeg COVID-19 Economic Support Grant Program to assist small businesses and not-for-profit organizations that have suffered a revenue decline due to the pandemic (as specified in Recommendation 1.J.).
 - f. Funding of \$250,000 for mental health support for front line workers in ambulance and fire emergency services.
 - ii. \$2 million to the Housing Investment Rehabilitation Reserve to retain a portion of the Federal Safe Restart funding (operating) for the City's Affordable Housing Strategy.
- H. i That Council enact amendments to the Tax Penalty By-law No. 5796/91, that will be in effect for taxes imposed in 2021 to:
- a. waive penalties on 2021 property and business taxes that remain unpaid for up to three months following the due date for these taxes; and

- b. eliminate the penalty of 7.5% on unpaid taxes imposed for the month of August (for business taxes) and September (for real and personal property taxes);
 - ii. That Council direct the Public Service to communicate clearly that the intent of recommendation 1.H. is to help those who are in financial need during this unprecedented event, and that this is not intended to waive requirements for residents to continue to pay for City services.
- I. That Council approve a one-time grant program (Winnipeg Wellness Fund), funded by Federal Safe Restart funding, in the amount of \$600,000 for any amount of grant to support schools, community centres, faith-based organizations, businesses and business organizations (including BIZes), charities and non-profit incorporated organizations and for grants of no more than \$5,000 to community groups to provide community activities and initiatives that reduce the emotional, physical and spiritual stress of the pandemic and allow residents to connect with one another in a safe way, said program to be administered by the City Clerk, subject to the following parameters:
 - i. That the City Clerk issue grants only to organizations or groups recommended by a City Councillor in an amount recommended by the Councillor and each Councillor be limited to making recommendations of \$40,000 in grant funding;
 - ii. That the grants be issued only to eligible organizations or groups who accept responsibility for expending the grant funds in accordance with their application for the grant funding;
 - iii. That the funding be used only to defray expenses in providing the activity or initiative and not to enrich or profit the recipient organization or group;
 - iv. That the deadline for submissions of applications for grants be February 28, 2021 (although grants may be issued prior to the deadline) and the expenses for which the funds are to be used must be incurred by the recipient organization prior to April 30, 2021;
 - v. That the recipient organization provide a report to the City Clerk as to the use of the grant funds prior to June 30, 2021;
 - vi. That the City Clerk report to the Standing Policy Committee on Finance as to the use of the grant funds by December 31, 2021; and
 - vii. That no funds be carried over to a future date and any unused funds be returned to general revenue.

- J. i. That Council approve Winnipeg COVID-19 Economic Support Grant Program, to assist small businesses and not-for-profit organizations that have suffered due to the pandemic, subject to the following parameters:
- a. Funding to be provided to organizations that are forced to prohibit access by the public to their premises by Manitoba COVID-19 public health orders in effect November 12, 2020 or thereafter;
 - b. Businesses and not-for-profit organizations applying for funding must have fewer than 100 employees;
 - c. Grant funding available is \$1,500 per eligible organization;
 - d. Program application deadline for the first intake is February 28, 2021. Applications will be prioritized on a first come first serve basis until the \$3 million funding is fully expended. If funds remain, a second intake of applications will be accepted with an application deadline of April 30, 2021;
 - e. Grant recipients under this program must: agree to the terms and conditions of the funding; provide an application form outlining the specific costs covered by the funding; and provide consent on how the grant is utilized in a final report to Council; and
 - f. The following do not qualify for this program: related organizations of the Government of Canada, Government of Manitoba, City of Winnipeg; businesses or other organizations with 100 or more employees; and businesses or organizations that do not have to cease their operations or close their publicly accessible physical locations under the COVID-19 public health orders in effect November 12, 2020 or thereafter.
- ii. That Council direct the Public Service to communicate clearly that the intent of recommendation 1.J. is to help those organizations who are in financial need during this unprecedented event.
- iii. That Council direct Public Service to report back on Winnipeg COVID-19 Economic Support grant program with details including recipients, amounts and a description of how the grant is utilized to the appropriate committee of Council on or before December 31, 2021.

- K. That Council approve:
 - i. A testing fee of \$70 per applicant for applications to join the Winnipeg Police Service (a service formerly provided by University of Manitoba); and
 - ii. levies and transfers between funds outlined in the 2021 Operating Budget (Appendix 4 Transfers from/to the General Revenue Fund and other Reserve funds).
- L. That Council approve a 6% reduction in conventional bus service from regular service levels for 2021 in response to the COVID-19 pandemic and that the operating budget for Transit be reduced accordingly.
- M. That Council approve 2021 grant and grant delegations as reported in the 2020 Budget (Volume 2 Appendix 2 Listing of Grants / Payments), subject to the changes set out in the 2021 Budget (Listing of Grants / Payments Appendix 2).
- N. That Council enact amendments to the Tax Certificate Fees By-law 53/2015 to increase the following fees to the following amounts:
 - i. For the making and mailing of a paper tax certificate to \$59.00.
 - ii. For the electronic making out and mailing of a tax certificate requested electronically to \$43.00
- O. That Council amend each of the Special Operating Agencies' Charters - to direct Animal Services, Golf Services, Fleet Management Services and Parking Authority to include an annual budget for vacancy management, as is the practice for other City departments, to be transferred to the tax supported fund and to direct the Chief Administrative Officer to manage these in the same manner as is done with departments of the City.
- P. That \$1,645,310 in prior years' tax supported cash to capital surplus generated due to capital projects coming under budget (identified in Appendix 5A), be utilized to reduce the transfer to the General Capital Fund in the 2021 tax supported operating budget.
- Q. That, on a one-time basis, \$1.2 million be transferred from the Land Operating Reserve (unallocated equity) to the Heritage Investment Reserve to eliminate the accumulated unallocated equity deficit in the latter fund.
- R. That Council reiterate its prior direction to the Public Service to continue to pursue a new agreement with Shared Health Services for the provision of Emergency Medical Services by the City that reflects full cost recovery,

- including, but not limited to, the leasing costs for any new fire paramedic stations.
- S. That the terms and conditions of the General Purpose Reserve be amended to allow as a funding source any budget allocation approved by Council including external or internal funding sources.
- T. That the Multi-Year Budget Policy be amended by repealing subsection 3.4 to remove the obligation for Council to approve budget projections for years beyond the four-year budget cycle.
- U. That the following be added to the Operating Budget and be funded by an equivalent increase to the Corporate Efficiencies budget:
- i. \$313,000 for the resulting 2021 to 2023 debt and finance charges related to North District Police Station project as approved by Council on November 26, 2020;
 - ii. \$223,391 over 2021 to 2023 to rescind the allocation of funds to Business Improvement Zones to offset a portion of the costs of the Neighbourhood Economic Development Officer as approved by Council on November 26, 2020;
 - iii. \$269,000 for the incremental 2023 debt and finance charges related to the Waverley West Fire Station as noted in the Capital Budget recommendation 2.H. below.
 - iv. \$99,000 for 2021 to 2023 for external audit services to audit the Councillors' Ward Allowance expenditures of five Councillors each year on a rotating basis.
 - v. \$36,000 for 2021 to 2023 for external audit services to provide annual audits of the Mayor's Office expenditures.
- V. That Council direct the public service to return to the appropriate Committee of Council in 90 days to bring forward policy changes to enable a rotational audit for Councillors' Ward Allowance expenditures, to include the aforementioned audit of five Councillors' expenditures each year, and a requirement that each Councillor is subject to an audit at least once during their term.
- W. That Council direct the Chief Financial Officer, to bring forward on or before December 31, 2021 options and recommendation for Council's consideration on a multi-year funding formula for the Winnipeg Police Service (WPS) that will provide planning certainty for the City of Winnipeg and a sustainable and predictable funding level for the WPS.

As part of the development of the report the public service will (i) conduct a jurisdictional scan of other formula-driven models for police services; (ii) work collaboratively to seek input from the Winnipeg Police Services Board, members of Council and the WPS; (iii) commission a statistically representative third-party survey of Winnipeg residents concerning the funding of the WPS, and (iv) support the Police Board, Chair of Protection, Community Services, and Parks, and Chair of Finance through the office of public engagement to hold six events: one city wide event and 5 community committee events (Assiniboia; City Centre; East Kildonan - Transcona, Lord Selkirk-West Kildonan and Riel) designed to collect input from members of the public including Black, Indigenous and people of colour, LGBT2SQ*, community groups and associations.

As part of the development of the report, \$150,000 will be made available through an equivalent increase to the Corporate Efficiencies budget, to the Office of Public Engagement.

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

CAPITAL BUDGET RECOMMENDATIONS

- 2. That the following recommendations with respect to the 2021 Preliminary Capital Budget and 2022 to 2026 Five-Year Capital Forecast be approved by Council:
 - A. i. That the 2021 Preliminary Capital Budget as set out on page 2-4, totaling \$386.429 million be reviewed and approved by Council.
 - ii. That Council approve new capital borrowing authority as follows:
 - a. \$23.239 million external borrowing for 2021 tax-supported operations, including Transit and Municipal Accommodations; and
 - b. \$1.500 million external borrowing for 2021 tax-supported internal financing.

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

- iii. That the 2022 to 2026 Five-Year Capital Forecast as set out on page 2-4 be reviewed and approved by Council.
- B. That Council approve the following cash to capital contribution:

<u>Year</u>	<u>\$ Millions</u>
2021	5.688 (budget)
2022	10.591 (forecast)
2023	2.567 (forecast)
2024	20.000 (forecast)
2025	20.000 (forecast)
2026	20.620 (forecast)

- C. That Council approve all other transfers from prior years' surplus or authorizations, to/from reserves and other funds outlined in the 2021 Capital Budget (identified in Appendix 6).
- D. That Council authorize expenditures on the following projects, as set out in Attachment 1 to the Budget Recommendations, in 2021 or prior to the adoption of the 2022 capital budget as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of the City of Winnipeg Charter and the Expenditures before Budget Adoption By-law, to facilitate timely work on the projects:
 - i. Up to \$70.500 million for various Accelerated Regional Street Renewal projects;
 - ii. Various regional street projects as set out below:
 - a. Up to \$2.850 million for the Redwood Avenue – Main Street to Salter Avenue;
 - b. Up to \$5.900 million for the University Crescent - Pembina Highway to Chancellor Matheson Boulevard; and
 - c. Up to \$1.400 million for the River Avenue – Osborne Street to Wellington Crescent / Wellington Crescent – River Avenue to Stradbrook Street;
 - iii. Up to \$7.500 million in Local Street Renewal projects to facilitate delivery of industrial streets, residential streets, alleys, and sidewalk renewals;
 - iv. Up to \$1.453 million for the Police Service - Communication Sites Upgrade – Media Logger project to coordinate the logger service date with Next Generation 911 delivery; and

- v. Up to \$0.602 million for the Police Service - Flight Operations Overhaul project.
 - vi. Up to \$300,000 for the Recreation and Library Facility Investment Strategy – Land Dedication Reserve Fund allocation.
- E. That Council approve the following transfers from Land Operating Reserve in 2021:
- i. to the General Capital Fund of \$3.611 million; and
 - ii. to the General Revenue Fund of \$1.235 million
- to the extent that the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full transfers cannot be made, any shortfall will be addressed during 2021.
- Note: Recommendation 2.E.ii revised to \$1.235 million, to be consistent with Appendix 4A Tax Supported Transfers from Other Funds.*
- F. That Council direct Public Service to report within 180 days to the Standing Policy Committee on Finance on the determination methods, budget assumptions and other relevant information in calculating the annual inflationary (deflationary) rate including construction inflation, and its impact on the operating and capital budgets.
- G. That Council's policy regarding funding of Public-Private Partnerships be amended as follows (amendment underlined): *That annual lease/service payments and debt servicing costs for tax supported public private partnerships be funded annually up to a maximum of 30% of the cash to capital contribution and the federal gas tax. If the funding of annual lease/service payments and debt servicing costs for tax supported public private partnerships exceeds 30% of cash to capital contribution and federal gas tax, no additional tax supported public private partnerships be entered into until funding of annual lease/service payments and debt servicing costs for tax supported public private partnerships is reduced to a level below 30% of cash to capital contribution and federal gas tax.*
- H. That the Waverley West Fire Station be funded by external debt in the amount of \$7 million in 2023 instead of the Impact Fee Reserve.

- I. That the following changes be reflected in the Regional and Local Street Renewal capital program (detail sheet noted as Attachment 2A):
 - i. Regional and Local Street Renewal – amend the listing of Local Thin Bituminous Overlay (TBO) as noted in the attached (Attachment 2B);
 - ii. Regional and Local Street Renewal – amend the Accelerated Regional Street Renewal listing as noted in the attached (Attachment 2C), to reflect streets within the sub-program which have been completed.

Note: There is no net change in overall program funding related to these changes.

- J. That Council direct the City Solicitor/ Director of Legal Services to submit the necessary borrowing by-law directly to Council by way of a communication through the Office of the City Clerk.
- 3. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

Summary of First Charges Against 2022 Capital Budget**Regional and Local Street Renewal Program**

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

REGIONAL STREET RENEWAL PROGRAM Authorization (\$000's)	2022
Keewatin St NB - Inkster to Adsum	1,800
Pioneer Ave - Westbrook to Main	1,700
William Stephenson Way - Main to Westbrook	820
Stradbrook Ave - Wellington Cr to Osborne	800
Sturgeon Rd - Ness Ave to Hallonquist	1,900
Colony St./St. Mary Ave.:	2,700
Colony St - Portage to St Mary	
St Mary Ave - Memorial to Portage	
William Ave - Arlington St to McPhillips St	3,300
Jubilee Ave - Osborne to Pembina	4,900
Sub-total First Charges on Accelerated Regional Street Renewal Program	70,500
NON-ACCELERATED REGIONAL STREET RENEWAL: Regional Reconstruction & Major Rehabilitation Works:	
Redwood Av - Main St to Salter St	2,850
University Cr - Pembina to Chancellor Matheson	5,900
River Av - Osborne St to Wellington Cr / Wellington Cr - River Av to Stradbrook St	1,400
Sub-total First Charges on Non-accelerated Regional Street Renewal Program	10,150
Total First Charges on Accelerated and Non-accelerated Regional Street Renewal Program	80,650
LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)	2022
Local Street Renewals	7,500
Total First Charges on Local Street Renewal Program	7,500
TOTAL FIRST CHARGES ON REGIONAL & LOCAL STREET RENEWAL PROGRAM	88,150

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

Community Services	2022
Recreation and Library Facility Investment Strategy	300
TOTAL FIRST CHARGES ON COMMUNITY SERVICES CAPITAL PROGRAM	300

PUBLIC WORKS - GENERAL CAPITAL FUND

Project Name: **Regional and Local Street Renewal**

Standing Policy Committee: Infrastructure Renewal and Public Works

Department: Public Works
Project: 1804000121 Service: Roadway Construction and Maintenance
OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021 Estimate	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	N/A *	152,168	162,295	136,880	120,974	144,484	147,313	711,946	864,114
Financed by:									
Frontage Levy		2,329						-	2,329
Federal New Building Canada Fund (Regional)		26,000	24,000	13,000				37,000	63,000
Federal Gas Tax (Local)		6,721	11,862	1,885			4,889	18,636	25,357
Province of Manitoba Accelerated Regional Roads		29,100	29,100	9,800				38,900	68,000
Local Street Renewal Reserve		45,230	51,457	62,457	73,857	85,757	98,257	371,785	417,015
Regional Street Renewal Reserve		41,338	45,676	49,538	46,917	53,638	48,856	244,625	285,963
Prior Years Surplus		1,250						-	1,250
Future Services Account		200	200	200	200	200	200	1,000	1,200
CASH FLOW		2021	2022	2023	2024	2025	2026	Beyond 2026	Total
Project Costs (\$000's)		129,344	160,775	140,693	123,359	140,958	146,888	22,097	864,114
Financed by:									
Frontage Levy		1,980	349						2,329
Federal New Building Canada Fund (Regional)		22,100	24,300	14,650	1,950				63,000
Federal Gas Tax (Local)		5,713	11,091	3,382	282	4,156	733		25,357
Province of Manitoba Accelerated Regional Roads		24,735	29,100	12,695	1,470				68,000
Local Street Renewal Reserve		38,446	50,523	60,807	72,147	83,972	96,382	14,738	417,015
Regional Street Renewal Reserve		35,137	45,025	48,959	47,310	52,630	49,573	7,329	285,963
Prior Years Surplus		1,063	187						1,250
Future Services Account		170	200	200	200	200	200	30	1,200
NET OPERATING IMPACT (000's)		2021	2022	2023	2024	2025	2026		
Operating costs									
Debt and finance charges									
Transfer to General Capital Fund									
Total Direct Costs		-	-	-	-	-	-		
Less: Incremental Revenue/Recovery		1,736	2,126	2,399	2,593	2,936	3,123		
Net Cost/(Benefit)		(1,736)	(2,126)	(2,399)	(2,593)	(2,936)	(3,123)		
Incremental Full Time Equivalent Positions		-	-	-	-	-	-		

Class Estimate: Not applicable, as this is a scalable program

Projects in 2021 will not proceed to construction until a class 3 estimate is obtained.

Any surplus funds will automatically be transferred to the following years Regional and Local Street Renewal Program budget.

* N/A - No amounts have been included in the "Previous Budgets" due to this project's on-going nature.

Regional and Local Street Renewal (continued):**Regional Street Renewal Program**

The Regional Street Renewal program includes the renewal and reconstruction of the City's regional streets, sidewalks and recreational walkways/paths, as well as incorporating pedestrian and cycling facilities on regional street renewal projects where identified in the Winnipeg Pedestrian and Cycling Strategies. The program also funds the condition rating of regional streets. The purpose of this program is to maintain the level of service, structural integrity, and rideability of the transportation infrastructure network.

On May 14, 2008, Council concurred in the recommendation that a policy be adopted to incorporate Active Transportation facilities into any reconstruction or rehabilitation required on any infrastructure identified as an Active Transportation facility in the Proposed Active Transportation Network. On July 15, 2015, Council adopted the Pedestrian and Cycling Strategies as the long range pedestrian and cycling transportation policy for the City of Winnipeg. Depending on the proposed street renewal treatment and the planning and priority status of the proposed pedestrian and/or cycling facility, the Regional Street Renewal program may implement the intention of the Winnipeg Pedestrian and Cycling Strategies.

All Regional Street Renewal projects have a warranty period after substantial completion and/or in-service date for which costs may be incurred by the City. The Director of Public Works is authorized to establish projects to a maximum of \$100,000 each to charge costs associated with warranty work should the related Regional Streets project be closed. The capital budget for the new project will be allocated from other surpluses within the program.

A Regional Street Renewal Reserve was established in 2014 to increase investment in regional streets. A separate 1% property tax increase planned until 2022 and 0.3% thereafter, will continually fund this reserve each year to ensure a dedicated funding stream for regional streets.

Use of the Regional Street Renewal Reserve for purposes other than regional street, sidewalk or bridge renewals requires approval of 2/3 of City Council.

On March 22, 2018, the City received approval in principle from the Province and on September 4, 2018, received approval in principle from the Federal Government indicating the federal and provincial contributions towards the Accelerated Regional Renewals Application will be in the order of \$100 million from each over 5 years (2019 to 2023).

On March 29, 2019, the City of Winnipeg and the Province of Manitoba executed the "Accelerated Regional Street Renewal Contribution Agreement", and on September 23, 2019, the City of Winnipeg and Canada executed the "Agreement for the City of Winnipeg Accelerated Regional Street Renewal Project". These agreements commit all parties to the funding arrangements as indicated in the Accelerated Regional Streets Renewal Program section of the Regional and Local Streets Program herein.

With the adoption of the 2020 Capital Budget, Council authorized first charges on all 2021 accelerated streets (total - \$84.5 million) in 2020 or prior to the adoption of the 2021 capital budget to facilitate timely delivery of the projects.

With the adoption of the 2020 Capital Budget, Council authorized first charges on the following non-accelerated streets in 2020 or prior to the adoption of the 2021 capital budget to facilitate timely delivery of the projects:

up to \$0.500 million for Portage Av EB - St Charles St to David St - this project aligns with the Portage Ave WB accelerated regional street renewal project;

up to \$1.000 million for University Cr - Pembina Hwy to Chancellor Matheson Dr.

With the adoption of the 2021 Capital Budget, Council authorizes first charges in the amount of \$70.5 million on 2022 accelerated streets in 2021 or prior to the adoption of the 2022 capital budget to facilitate timely delivery of the projects. Refer to attachment 1 in the recommendations for specific locations.

With the adoption of the 2021 Capital Budget, Council authorizes first charges in the amount of \$10.15 million on 2022 non-accelerated streets in 2021 or prior to the adoption of the 2022 capital budget to facilitate timely delivery of the projects. Refer to attachment 1 in the recommendations for specific locations.

On July 23, 2020, Council approved the allocation of up to \$5.6 million for streetscaping from the Downtown Street and Sidewalk funding and directed that the funding be applied as follows starting in 2023 - Portage Avenue - \$5.0 million; Carlton Avenue - \$400,000 and Vaughn Street - \$200,000.

Regional and Local Street Renewal (continued):**Local Street Renewal Program**

Local Streets are all non-regional streets including residential streets, collector streets, industrial streets, and park streets. The Local Street Renewal program includes the renewal and reconstruction of the City's local streets, sidewalks, lanes (also referred to as alleys) and recreational walkways/paths, as well as constructing new sidewalks on local street renewal projects where identified in the Winnipeg Pedestrian and Cycling Strategies or where the terms for New Non-Regional Sidewalks under the Pedestrian and Cycling Program are met. The program also funds the condition rating of streets, sidewalks, lanes and recreation walkways/paths. The purpose of this program is to maintain the level of service, structural integrity, and rideability of the transportation infrastructure network.

On May 14, 2008, Council concurred in the recommendation that a policy be adopted to incorporate Active Transportation facilities into any reconstruction or rehabilitation required on any infrastructure identified as an Active Transportation facility in the Proposed Active Transportation Network. On July 15, 2015, Council adopted the Pedestrian and Cycling Strategies as the long range pedestrian and cycling transportation policy for the City of Winnipeg. Depending on the proposed street renewal treatment and the planning and priority status of the proposed sidewalk, the Local Street Renewal program may include new sidewalks where identified in the Winnipeg Pedestrian and Cycling Strategies or where the terms for New Non-Regional Sidewalks under the Pedestrian and Cycling Program are met.

On November 20, 2013, Council amended the Local Improvement process by creating a pilot program for six years (2014-2019) whereby the City of Winnipeg will finance asphalt paving of granular lanes as local improvements to the maximum of 50% of the cost of the improvement; and approved that the Granular Lane Fund be used as a funding source for the City's share of the amended Local Improvement Program. On July 19, 2018, the City of Winnipeg City Council approved a six year extension to this program (2020-2024). The Granular Lane Improvement Program's annual \$1.35 million includes \$350,000 per year that is dedicated to the lane pulvimegixing program.

On July 9, 2019, the City received notification from the Province of Manitoba of a one-time top-up transfer of \$44.09 million in Federal Gas Tax funds. \$22.5 million was to be allocated to 2019 projects, as approved by Council on April 25, 2019. \$20 million was to be allocated to Local Street Renewals in 2020 and \$1.59 million was to be allocated to the Pedestrian and Cycling Program in 2020. During the 2020 budget process, federal gas tax funding was replaced with external debt to allow for reallocation to other capital projects. The City borrowed \$20.0 million in 2020 to offset this reallocation and the Local Street Renewal Reserve will pay principal and interest charges on this new debt. 2020 debt payments were estimated at \$700,000 and 2021 - 2025 are estimated at \$1.120 million each year. On July 23, 2020, Council approved allocation of Provincial capital funding to replace \$9.034 million of previously approved City debt funding as outlined in the 2020 Capital Budget. Subsequently, the City has submitted an additional \$1.15 million of previously approved debt funding to be funded from the 2020 Strategic Infrastructure funding. The freed up debt and finance charges have been reinvested into the program.

All Local Street Renewal projects have a warranty period after substantial completion and/or in-service date for which costs may be incurred by the City. The Director of Public Works is authorized to establish projects to a maximum of \$100,000 each to charge costs associated with warranty work should the related Local Streets project be closed. The capital budget for the new project will be allocated from other surpluses within the program.

Any new projects using surplus funds in the 2021 Local Street Renewal Program shall be approved by the Standing Policy Committee on Infrastructure Renewal and Public Works.

Use of the Local Street Renewal Reserve for purposes other than local streets, alleys, sidewalk or bridge renewals requires approval of 2/3 of City Council.

With the adoption of the 2020 Capital Budget, Council authorized first charges in 2020 or prior to the adoption of the 2021 Capital Budget to facilitate timely delivery of these projects:

up to \$7.0 million in 2020 on all the 2021 Local Street Renewals to facilitate delivery of industrial streets, residential streets, alley, and sidewalk renewals prior to the adoption of the 2021 Capital Budget.

up to \$4.820 million for the combined Sherwin Rd - Dublin Av to Notre Dame Av road renewal and bridge project.

up to \$2.100 million for the Wellington Crescent River Bank Stabilization Project

With the adoption of the 2021 Capital Budget, Council authorizes first charges in the amount of \$7.5 million on 2022 local street renewal projects in 2021 or prior to the adoption of the 2022 capital budget to facilitate timely delivery of the projects.

A Local Street Renewal Reserve was established in 2013 to increase investment in local streets, lanes and sidewalks. A separate 1% property tax increase planned until 2022 and 1.7% thereafter, will continually fund this reserve each year to ensure a dedicated funding stream for local streets.

Funding in 2021 includes \$1.250 million rebudgeted from prior years capital budget authorization - see Appendix 4.

As per recommendations B.1 and B.2 of the Road Construction Working Group Report, approved by Council on September 26, 2019, specific local streets are included in the program details.

See next pages for program details.

Regional and Local Street Renewal (continued):

REGIONAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
ACCELERATED REGIONAL STREET RENEWAL (NBCF APPLICATION):							
Funding							
- Federal New Building Canada Fund (NBCF)	26,000	24,000	13,000				63,000
- Province of Manitoba Accelerated Regional Roads	29,100	29,100	9,800				68,000
- Regional Street Renewal Reserve	26,000	24,000	13,000				63,000
- Regional Street Renewal Reserve Ineligibles	3,400	3,300	1,600				8,300
Sub-total Accelerated Regional Streets Renewal	84,500	80,400	37,400	-	-	-	202,300
Regional Reconstruction & Major Rehabilitation Works:							
Downtown Streets:	8,900	7,400	7,000				23,300
Broadway - Osborne to Main							
Portage - Main to Memorial							
Donald - St Mary to Gertrude							
Fort NB - Graham to Broadway							
Hargrave NB - Portage to Ellice							
Hargrave NB - Broadway to York							
Smith NB - Notre Dame to Midtown Bridge							
Carlton St - Portage to Ellice							
Leila Ave - McPhillips to McGregor		6,200					6,200
Day St. / Pandora Ave.:	4,850						4,850
Day St - Pandora to Regent							
Pandora Ave E - Day to Wayoata							
Dunkirk Dr - Fermor to St Mary's Rd	6,200						6,200
Roblin Blvd - Dieppe to PTH101	4,450						4,450
Archibald Street:	4,900	4,900					9,800
Archibald St - St Catherine to Cottonwood							
Archibald St - Plinguet to Doucet							
Watt St. / Munroe Ave. / Johnson Ave. West:	4,850	4,900	4,000				13,750
Watt St - Chalmers to Munroe							
Munroe Ave - Raleigh to Henderson							
Johnson Ave W - Levis St to Henderson Hwy							
Stafford St. / Taylor Ave. / Corydon Ave.:	8,850	7,300	4,700				20,850
Stafford St - Corydon to Pembina							
Taylor Ave - Wilton to Pembina							
Corydon EB - Waterloo to Cambridge							
Corydon Ave - Cambridge to Stafford							
Erin St. / Wall St. / Sargent Ave.:	9,100	9,700	8,000				26,800
Erin St - Notre Dame to Wolever							
Wall St - St Matthews to Notre Dame							
Sargent Ave - Arlington to Erin							
Salter St - Cathedral to Slaw Rebchuk Bridge	5,900						5,900
Portage Ave EB - Woodlawn to Century Overpass /							
Portage Ave WB - Moorgate to St James St	5,150						5,150
Pembina Hwy - Des Trappistes St to Ducharme Ave	1,700						1,700
Lagimodiere Blvd - Springfield to 200m S of Headmaster	2,000						2,000
Sargent Ave - Empress to St James	2,500						2,500

Regional and Local Street Renewal (continued):

REGIONAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
Selkirk Ave - Arlington to McPhillips							
Pembina Hwy - McGillivray to Chevrier		3,580					6,580
Keewatin St NB - Inkster to Adsum		8,600					8,600
Pioneer Ave - Westbrook to Main		1,800					1,800
William Stephenson Way - Main to Westbrook		1,700					1,700
Stradbrook Ave - Wellington Cr to Osborne		820					820
Sturgeon Rd - Ness Ave to Hallonquist		800					800
Colony St./St. Mary Ave.:		1,900					1,900
Colony St - Portage to St Mary		2,700					2,700
St Mary Ave - Memorial to Portage							
Nairn Ave - Stadacona to Watt		5,400					5,400
William Ave - Arlington St to McPhillips St		3,300					3,300
Jubilee Ave - Osborne to Pembina	3,200	4,900	4,000				12,100
Mountain Ave - Arlington to McPhillips	1,000	4,500	5,000				10,500
McGregor St - Seven Oaks to McAdam	250		2,250				2,500
McGregor St - Church to Mountain	250		2,450				2,700
Regional Mill and Fill / Overlay Preservation Works:							
Keewatin St - Selkirk to Logan Ave	2,800						2,800
King Edward St - Park Lane to Logan Ave	1,450						1,450
Regent Ave W - Plessis to Rougeau	3,200						3,200
Total Accelerated Regional Street Renewal Program	84,500	80,400	37,400	-	-	-	202,300

Regional and Local Street Renewal (continued):

REGIONAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
NON-ACCELERATED REGIONAL STREET RENEWAL:							
Funding							
- Regional Street Renewal Reserve	11,938	18,376	34,938	46,917	53,638	48,856	214,663
Total Non-accelerated Regional Street Renewal	11,938	18,376	34,938	46,917	53,638	48,856	214,663
Regional Reconstruction & Major Rehabilitation Works:							
Henderson Hwy SB - McLeod to Leighton	1,250						1,250
Henderson Hwy - N of Gilmore to City Limit (Preliminary Design)		700					700
Portage Ave EB - St Charles to David	2,150						2,150
Redwood Av - Main St to Salter St	450	2,850					3,300
University Cr - Pembina to Chancellor Matheson	4,000	5,900					9,900
Grant Ave EB - Lanark to 1863 Grant to Montrose/							
Grant WB - Montrose to 1863 Grant	900	3,400	2,800				7,100
River Av - Osborne St to Wellington Cr / Wellington Cr - River Av to Stradbroke St		1,400					1,400
Salter St - Inkster to Jefferson		500	5,100				5,600
Logan Ave - Disraeli Fr to Main		200	2,100				2,300
Selkirk Ave - Main to Salter		550	5,500				6,050
St Anne's Rd - St Mary's to Fermor		500	4,800				5,300
Dakota St - St Mary's to Bishop Grandin		300	1,900				2,200
Des Meurons St - Goulet to Marion /							
Goulet WB - Youville to Braemar		200	2,300				2,500
Lagimodiere Blvd NB - Fermor to Cottonwood		250	2,250				2,500
Sargent Ave - Edmonton to Furby							
Edmonton St - Cumberland to Ellice		200	2,850				3,050
McPhillips St SB - Machray to Mountain		100	1,100				1,200
Empress St - St Matthews to Saskatchewan (Preliminary Design)			400				400
Inkster Blvd - Arlington St to McKenzie St		200	1,000				1,200
Regional Accessibility Improvements:							
Regional Sidewalk and Curb Renewals	500	500	500	500	500	500	3,000
Regional Paving of Granular Shoulders	250	250	250	250	250	250	1,500
Detectable Warning Surface Tiles - Regional Streets	100	100	100	100	100	100	600
Downtown Streets:							
Sidewalk, Curb, and Street Renewals	1,500	700	1,100	800			4,100
Portage Place Revitalization Project			400	700	1,500	1,500	4,100
Regional Provisional Maintenance:							
Kenaston Blvd - Ness to Taylor	100	100	100	100	100	100	600
Regional Street Renewals - Annual Program - Various locations to be identified.	38	176	388	44,467	51,188	46,406	142,663
Total Non-accelerated Regional Street Renewal Program	11,938	18,376	34,938	46,917	53,638	48,856	214,663
Total Accelerated and Non-accelerated Regional Street Renewal Program	96,438	98,776	72,338	46,917	53,638	48,856	416,963

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)							Six-Year Total
	2021	2022	2023	2024	2025	2026	
Funding							
- Local Street Renewal Reserve	45,230	51,457	62,457	73,857	85,757	98,257	417,015
- Federal Gas Tax	6,721	11,862	1,885		4,889		25,357
- Frontage Levy	2,329						2,329
- Future Services Account	200	200	200	200	200	200	1,200
- Prior Years Surplus	1,250						1,250
Total Local Street Renewal Program	55,730	63,519	64,542	74,057	90,846	98,457	447,151
<u>Wellington Crescent - Riverbank Stabilization</u> (jointly funded with the Property, Planning and Development (PPD) and Water and Waste Departments)	2,100						2,100
Industrial Streets:							
Sherwin Rd - Saskatchewan to Notre Dame Av	*						-
Park Lane Av - Park Lane Av to Hekla	*						-
Muir Rd - Church Av to Plymouth St	*						-
Plymouth St - Inkster Bv to Burrows Av	*						-
Berry St - St Matthews Av to Silver Av	*						-
Berry St - Ellice Av to St Matthews Av	*						-
Saskatchewan Av - St James St to Border St	*						-
Saskatchewan Av - King Edward St to Century St	*						-
Murray Park Rd - Cree Cr to Sturgeon Rd	*						-
Murray Park Rd - Saulteaux Cr to Cree Cr	*						-
Murray Park Rd - Cree Cr to Saulteaux Cr	*						-
Milt Stegall Dr - Sargent Av to Yukon Av	*						-
Dundas St - Sargent Av to Yukon Av	*						-
Midland St - Notre Dame Av to Saskatchewan Av	*						-
Saskatchewan Av - Midland St to Empress St	*						-
Saskatchewan Av - Sherwin Rd to King Edward St	*						-
Yukon Av - Milt Stegal Dr to Empress St	*						-
Yukon Av - St James St to Milt Stegall Dr	*						-
Panet Rd - Nairn Av to CPR Tracks	*						-
Springfield Rd - Cox Bv to Lagimodiere Bv	*						-
Alexander Av - Martha St to Lily St	*						-
McDermot Av - Myrtle St to McPhillips St	*						-
Heaton Av - Waterfront Dr to Argyle St	*						-
Argyle St - George Av to Disraeli Fr	*						-
Galt Av - Lily St to Duncan St	*						-
MacDonald Av - Waterfront Dr to Gomez St	*						-
Dagmar St - William Av to Bannatyne Av	*						-
Dagmar St - Bannatyne Av to McDermot Av	*						-
Bentall St - Mountain Av to Redwood Av	*						-
Wyatt Rd - Filkow By to Inkster Bv	*						-
Wyatt Rd - Mandalay Dr to Filkow By	*						-
Pacific Av - McPhillips St to Xante St	*						-
Pacific Av - Xante St to Arlington St	*						-
Bunting St - Inkster Bv to Church Av	*						-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
Panet Rd - 45 Panet Rd to Marion St			*				-
Panet Rd - Dugald Rd to 45 Panet Rd			*				-
Dugald Rd - Panet Rd to Dawson Rd N			*				-
Mazenod Rd - Dugald Rd to De Baets St			*				-
Mazenod Rd - De Baets St to Dugald Rd			*				-
Beghin Av - De Baets St to Paquin Rd			*				-
Engineering Services for 2023 Projects			*				-
Engineering Services for 2024 Projects			*				-
Sub-total Industrial Street Renewals & Various locations to be identified.	11,850	14,664	15,890	15,000	15,000	15,000	87,404
Parks Streets		2,340	210	800	800	800	4,950
Residential Streets:							-
Doncaster St - Corydon Av to Blanche Av			*				-
Jolliett Cr - Sansome Av to Rouge Rd			*				-
Rouge Rd - Erlandson Dr to Assiniboine Av			*				-
Dominion St - Armoury Av to St Matthews Av			*				-
Dominion St - Sargent Av to Ellice Av			*				-
Bowman Av - Brazier St to Henderson Hw			*				-
Bowman Av - Roch St to Brazier St			*				-
Larsen Av - Brazier St to Roch St			*				-
Dowker Av - Crowson By (E leg) to South Dr			*				-
Riley Cr - Wicklow St to Dowker Av			*				-
Beaconsfield St - Lisgar Av to Lusted Av			*				-
Sinclair St - Atlantic Av to Cathedral Av			*				-
Sinclair St - Cathedral Av to Machray Av			*				-
Sinclair St - Polson Av to Atlantic Av			*				-
Sinclair St - Inkster Bv to Polson Av			*				-
Machray Av - Arlington St to Sinclair St			*				-
Atlantic Av - Salter St to McGregor St			*				-
Edkar Cr - McIvor Av to Pentland St			*				-
Springfield Rd - Brian St to Rothesay St			*				-
Kingsbury Av - Petunia St to McPhillips St			*				-
Kingsbury Av - Petunia St to Sinclair St			*				-
Ross Av W - Worth St to Keewatin St			*				-
Cecil St - Alexander Av to Notre Dame Av			*				-
Grosvenor Av - Ash St to Cordova St			*				-
Grosvenor Av - Cordova St to Lindsay St			*				-
Nathaniel St - Grant Av to Lorette Av			*				-
Nathaniel St - Fleet Av to Dudley Av			*				-
Grosvenor Av - Stafford St to Harrow St			*				-
Marwood Cr - Edgemont Dr to Edgemont Dr			*				-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)							Six-Year Total
	2021	2022	2023	2024	2025	2026	
Sweetwater By - Edgewater Dr to Edgewater Dr	*						-
Ashwood Cv - Sweetwater By to End	*						-
Cormorant By - Edgewater Dr to Edgewater Dr	*						-
Watercress Rd - Edgewater Dr to Cormorant By	*						-
Strauss Dr - 80 Strauss Dr to Thompson Dr	*						-
Strauss Dr - Strauss Dr to 80 Strauss Dr	*						-
Thompson Dr - Strauss Dr to Ness Av	*						-
Southwalk By - Charing Cross Cr to Charing Cross Cr	*						-
Regis Dr - Charing Cross Cr to Paddington Rd	*						-
Kingston Rw - Edinburgh St to Rosewarne Av	*						-
Kingston Rw - Rosewarne Av to St Marys Rd	*						-
Leola St - Harold Av E to Kildare Av E	*						-
Leola St - Kildare Av E to Regent Av E	*						-
Madeline St - McMeans Av W to Harold Av W	*						-
Transcona Blvd - slope stabilization	*						-
Bayview Dr (W leg) - Bayview Dr to St Martin Bv	*						-
Syracuse Cr - Chancellor Dr to Chancellor Dr	*						-
Ascot By - Laxdal Rd to Laxdal Rd		*					-
Jewett By - Sinnott St to Sinnott St		*					-
Palmerston Av - Lenore St to Arlington St		*					-
Palmerston Av - Arlington St to Ethelbert St		*					-
Canora St - Preston Av to Westminster Av		*					-
Downing St - Ellice Av to Armoury Av		*					-
Telfer St N - St Matthews Av to Ellice Av		*					-
Grundy Av - Ingersoll St to Garfield St N		*					-
Keenleyside St - Talbot Av to Nairn Av		*					-
Keenleyside St - Beach Av to Talbot Av		*					-
Menno By - Antrim Rd to Antrim Rd		*					-
McCalman Av - Kent Rd to Chester St		*					-
Flett Av - Reay Cr to Antrim Rd		*					-
Simpson Av - Moncton Av to Louelda St		*					-
Oakenwald Av - Wicklow St to Point Rd		*					-
Waterford Av - Pembina Hw to Lyon St		*					-
Roslyn Rd - Osborne St to Roslyn Cr		*					-
Gerard St - River Av to End		*					-
Wardlaw Av - Scott St to Donald St		*					-
Wardlaw Av - Scott St to Osborne St		*					-
Church Av - Sinclair St to Arlington St		*					-
Lansdowne Av - Main St to Salter St		*					-
Semple Av - Main St to Salter St		*					-
Rupert Island Bv - Jones St to Main St		*					-
Rupert Island Bv - Main St to Jones St		*					-
Perth Av - Main St to Jones St		*					-
Perth Av - Jones St to Scotia St		*					-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
Countryside Wy - Norris Rd to End	*						-
Mattinee By - Donwood Dr to Donwood Dr	*						-
Forest Park Dr - Sinclair St to Airlines St	*						-
Manitoba Av - Chudley St to Keewatin St	*						-
Buller St - Gilbert Av to Manitoba Av	*						-
Pacific Av - Sherbrook St to Tecumseh St	*						-
Tecumseh St - Alexander Av to Pacific Av	*						-
Brock St - Corydon Av to Grosvenor Av	*						-
Campbell St - Mathers Av to End	*						-
Renfrew St - Grant Av to Taylor Av	*						-
Carpathia Rd - 469 Carpathia Rd to Kenaston Bv	*						-
Carpathia Rd - Corydon Av to 469 Carpathia Rd	*						-
Biscayne By - McGillivray Pl to McGillivray Pl	*						-
Youville St - Marion St to Eugenie St	*						-
Dubuc St - Enfield Cr to Des Meurons St	*						-
Lawndale Av - Lyndale Dr to Highfield St	*						-
Parkview St - Portage Av to Assiniboine Av	*						-
Berry St - Silver Av to Ness Av	*						-
Berry St - Ness Av to Portage Av	*						-
De Leglise Av - Campeau St to Pembina Hw	*						-
La Grave St - Lemay Av to Lord Av	*						-
Briar Cliff By - Killarney Av to Killarney Av	*						-
Moore Av - Pulberry St to Dunkirk Dr	*						-
Moore Av - River Rd to Flynn St	*						-
Moore Av - Flynn St to Pulberry St	*						-
Moore Av - Dunkirk Dr to St Marys Rd	*						-
Victoria Av E - Roanoke St to Leola St	*						-
Harvard Av E - Roanoke St to Leola St	*						-
Winona St - Kildare Av W to Regent Av W	*						-
Widlake St - Kildare Av E to Victoria Av E	*						-
Chancellor Dr - Augusta Dr to Quincy By	*						-
Lakeshore Rd - Chancellor Dr to Chancellor Dr	*						-
Lakeshore Rd - 27 to 51	*						-
Carlyle By SB - Westwood Dr to Westwood Dr	*						-
Holdsworth Av - Glastonbury Bv to Aldershot Bv	*						-
Sinnott St - Barker Bv to Barker Bv	*						-
Exmouth Bv - Aldershot Bv to Holdsworth Av	*						-
McMicken St - Cumberland Av to Sargent Av	*						-
Sprague St - Portage Av to Wolseley Av	*						-
Langside St - Cumberland Av to Sargent Av	*						-
Bronx Av - Roch St to Brazier St	*						-
Helmsdale Av - Brazier St to Henderson Hw	*						-
Bronx Av - Brazier St to Henderson Hw	*						-
Linden Av - Brazier St to Henderson Hw	*						-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
Oakview Av - Brazier St to Henderson Hw			*				-
Linden Av - Roch St to Brazier St			*				-
Hazel Dell Av - Brazier St to Henderson Hw			*				-
Baltimore Rd - Casey St to Hay St			*				-
Wildwood H Pk EB - South Dr to South Dr			*				-
Baltimore Rd - Fisher St to Casey St			*				-
Warsaw Av - Cockburn St N to Lilac St			*				-
Warsaw Av - Hugo St N to Cockburn St N			*				-
Wildwood G Pk - South Dr to Wildwood St			*				-
Assiniboine Av - Navy Wy to Hargrave St			*				-
Clare Av - Eccles St to Fisher St			*				-
Clare Av - Fisher St to Casey St			*				-
Fisher St - Morley Av to Oakwood Av			*				-
Fisher St - Arnold Av to Morley Av			*				-
Fisher St - Montgomery Av to Churchill Dr			*				-
Oakwood Av - Eccles St to Darling St			*				-
Hartford Av - McGregor St to Salter St			*				-
Hartford Av - Main St to Salter St			*				-
Burrows Av - Aikins St to Charles St			*				-
Pritchard Av - Main St to Charles St			*				-
Machray Av - Salter St to Powers St			*				-
Powers St - Cathedral Av to Machray Av			*				-
College Av - Salter St to McGregor St			*				-
Raleigh St - Glenway Av to Gilmore Av			*				-
Hartford Av - Sinclair St to Montcalm Cr			*				-
Hartford Av - CPR Winnipeg Beach to Montcalm Cr			*				-
Benbow Rd - Egesz St to Burrows Av			*				-
Gaynor Pl - Alwood Cr to End			*				-
Alwood Cr - Egesz St to Egesz St			*				-
Channing St - Wendon By to Burrows Av			*				-
Charter Dr - Benbow Rd to Egesz St			*				-
Groverdale Av - Burdick Pl to Garden Grove Dr			*				-
Garden Grove Dr - Fairgrove By to Fairgrove By			*				-
Beaumont St - Parker Av to Windermere Av			*				-
Scotland Av - Harrow St to Wilton St			*				-
Scotland Av - Harrow St to Stafford St			*				-
Beaumont St - Waterford By (S leg) to McGillivray Bv			*				-
Montrose St - Grant Av to Mathers Av			*				-
Renfrew St - John Brebeuf Pl to Grant Av			*				-
Manahan Av - Pembina Hw to Hudson St			*				-
Gatineau By - Crestwood Cr to Crestwood Cr			*				-
Royal Salinger Rd - Niakwa Rd to Pebble Beach Rd			*				-
Radburn Pl - End to Beaverhill Bv			*				-
Seabrook Cv - Beaverhill Bv to End			*				-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)	2021	2022	2023	2024	2025	2026	Six-Year Total
	*	*	*	*	*	*	-
Stillwater Rd - Brookhaven By to Willowlake Cr			*				-
Cherwell Rd - Beaverhill Bv to Bluewater Cr N leg			*				-
Agate By - Drake Bv to Drake Bv			*				-
Collegiate St - St Matthews Av to Silver Av			*				-
Fairlane Av - Isbister St to Buchanan Bv			*				-
Lumsden Av - Lake Ridge Rd to Cavalier Dr			*				-
De Leglise Av - St Pierre St to Campeau St			*				-
Regal Av - Des Meurons St to St Annes Rd			*				-
Woodford By - Meadowood Dr to Meadowood Dr			*				-
Fernwood Av - St Annes Rd to End			*				-
Morrow Av - St Annes Rd to End			*				-
West Fernwood Av - Bronstone Bv to St Marys Rd			*				-
West Fernwood Av - Bronstone Bv to Dunkirk Dr			*				-
Moberly Av - Sanford Fleming Rd to Cambie Rd			*				-
Moberly Av - Whiteway Rd to Sanford Fleming Rd			*				-
Shields St - Moberly Av to Sanford Fleming Rd			*				-
Peake Av - Robson St to Plessis Rd			*				-
Horetzky St - Sanford Fleming Rd to Meadow Gate Dr			*				-
Nugent Rd - Hatcher Rd to Rougeau Av			*				-
Hayes St - Whiteshell Av to McMeans Av W			*				-
Winona St - Larche Av W to McMeans Av W			*				-
Whiteshell Av - McMeans Av W to Winona St			*				-
Markham Rd - Chancellor Dr (E) to Forest Lake Dr			*				-
Chancellor Dr - Augusta Dr to Markham Rd			*				-
Chancellor Dr - Lakepointe Rd to Augusta Dr			*				-
Engineering Services on 2023 Projects		*					-
Engineering Services on 2024 Projects			*				-
Sub-total Residential Street Renewals & Various locations to be identified.	30,156	34,196	37,009	47,157	47,157	71,557	284,021
<u>Local Thin Bituminous Overlay (TBO)</u>							-
Byrd Av - Westwood Dr to Rouge Rd	*						-
Leacock Av - Westwood Dr to Carroll Rd	*						-
Southboine Dr - Kinkora Dr to Berkley St N	*						-
Carlotta Cr - Roblin Bv to Buckle Dr	*						-
Keats Wy - Bedson St to Bedson St	*						-
Home St - Westminster Av to Wolseley Av	*						-
Home St - Preston Av to Westminster Av	*						-
Jeffrey Cr - Tu Pelo Av to Gateway Rd	*						-
Gateway Rd - Johnson Av E to Riverton Av	*						-
Arbuthnot St - Lorette Av to S Limit	*						-
Jessie Av - Cockburn St N to Hugo St N	*						-
Penninghame St - Machray Av to Church Av	*						-
Syndicate St - Rover Av to Sutherland Av	*						-
Margaret Av - Southall Dr to Salter St	*						-
Pentland St - McIvor Av to Gilmore Av	*						-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM Authorization (\$000's)							Six-Year Total
	2021	2022	2023	2024	2025	2026	
Uxbridge Rd N - Bonner Av to S End	*						-
Daman St - Emerson Av to Knowles Av	*						-
Dundoon St - Glenway Av to Knowles Av	*						-
Mitchelson Wy - Eagle Lake Cv to Ragsdill Rd	*						-
Garden Park Dr - Beecher Av to Templeton Av	*						-
Tully Rd - Garden Park Dr to Durward St	*						-
Galaxy Wy - Pipeline Rd to Stardust Cr	*						-
Martell Cr - Maevista Pl to Blechner Dr	*						-
Desharnais St - Adsum Dr to Margate Rd	*						-
Montcalm Cr - Hartford Av to Vanier Dr	*						-
Grandcrest St - Forest Park Dr to Hartford Av	*						-
Alfred Av - McPhillips St to Fife St	*						-
Bannatyne Av W - Weston St to W Limit	*						-
Alexander Av - Dee St to Keewatin St	*						-
Lindenwood Dr W - Tweedsmuir R to Forestgate Av	*						-
Carter Av - Guelph St to Wilton St	*						-
Greenwich By - Crestwood Cr to Crestwood Cr	*						-
Leger Cr - Island Shore Bv to Island Shore Bv	*						-
Vermillion Rd - Grover Hills to Beaverhill Bv	*						-
Leeward Pl - Desjardins Dr to Myles Robinson Wy	*						-
Isbister St - Risbey Cr to Lumsden Av	*						-
Parkview St - Silver Av to Portage Av	*						-
Highgate Cr - Alburg Dr to Longford Av	*						-
Kennington By - Novavista Dr to Novavista Dr	*						-
Queensbury By - Southglen Bv to Southglen Bv	*						-
Laval Dr - Pasadena Av to Silverstone Av	*						-
McGill Av - McMasters Rd to Silverstone Av	*						-
Fulton St - Lanyon Dr to Ashworth St S	*						-
Ashworth St - Warde Av to Basinger Dr	*						-
John Forsyth Rd - Dakota St to Basinger Dr	*						-
Youville St - Guay Av to Haig Av	*						-
Grassington By - Whitley Dr to Whitley Dr	*						-
Glenthorne Cr - Greendell Av to Greendell Av	*						-
Kerwell Pl - Beckinsale By to Novavista Dr	*						-
Scotsborough Pl - Beckinsale By to Novavista Dr	*						-
Fermor Av S - St David Rd to St Elmo Rd	*						-
Morning Glory Cr - Royal Mint Dr E Leg to Royal Mint Dr W Leg	*						-
Woodside Cr - Kildonan Meadow Dr to Kildonan Meadow Dr	*						-
Binscarth St - Corliss Cr to Binscarth St	*						-
Craglea Corner - Alex Taylor Dr to Northcliffe Dr	*						-
Binscarth St - Kildare Av E to McMeans Av E	*						-
Pandora Av W - 816 Pandora St to Robson St	*						-
Meadowbank Rd - Marygrove Cr to Columbia Dr	*						-
Marygrove Cr - Columbia Dr to Columbia Dr	*						-

Regional and Local Street Renewal (continued):

LOCAL STREET RENEWAL PROGRAM							Six-Year Total
Authorization (\$000's)	2021	2022	2023	2024	2025	2026	
Leamington Gt - Burlington Wy to Columbia Dr	*						-
Scurfield Bv - 1328 Scurfield Bv to Portwood Rd	*						-
Glenacres Cr - Millstream Wy to Millstream Wy	*						-
Sub-total Local Thin Butimunous Overlay	5,000	5,000	5,000	5,000	5,000	5,000	30,000
<u>Granular Roadway Improvements:</u>							
- Type II Road Oiling	600	600	600	600	600	600	3,600
- Granular Lane Improvement Program	1,350	1,350	1,350	1,350	1,350	1,350	8,100
Sub-total Granular Roadway Improvements	1,950	1,950	1,950	1,950	1,950	1,950	11,700
<u>Lane (Alley) Renewals:</u>							
Craig St/ Stiles St from Portage Av to Wolseley Av	*						-
Dundurn Pl/Westminster Av from Walnut St to Maryland St	*						-
Garfield St N/Dominion St from Wellington Av to Sargent Av	*						-
Banning St/Lipton St from Yarwood Av to Wellington Av	*						-
Jarvis Av/Dufferin Av from Powers St to Salter St	*						-
McMillan Av/Dorchester Av from Rockwood St to Wilton St	*						-
Harvard Av/Yale Av from Stafford St to Avonherst St	*						-
St Michael Rd/Arden Av from Pulberry St to St Marys Rd	*						-
Wexford St/Swann Dr from Vialoux Dr to Roblin Bv		*					-
Clifton St/Spruce St from Sargent Av to Ellice Av		*					-
Hume St/Kairistine Ln/Raber Rd/Dexter St		*					-
Marshall Cr/Hudson St from Waller Av to Clarence Av		*					-
Sherbrook St/Furby St from Cumberland Av to Sargent Av			*				-
Furby St/Sherbrook St from Sargent Av to Ellice Av			*				-
Sherbrook St/Maryland St from Broadway to Sara Av			*				-
Fletcher Cr/90m N of Fletcher Cr, E of Pembina Hw			*				-
Des Meurons St/De La Morenie St from Cathedrale Av to Hamel Av			*				-
Engineering Services on 2024 Projects			*				-
Sub-total Lane (Alley) Renewals & various locations to be identified	2,674	3,069	2,783	2,750	2,750	2,750	16,776
<u>Lanes, Sidewalks and Active Transportation Renewals</u>							
Sidewalk Renewals on Local Streets - Various Locations	800	800	800	800	800	800	4,800
Recreational Walkways and Bike Pathway Renewals	900	1,500	900	600	600	600	5,100
Sub-total Lanes, Sidewalks and Active Transportation Renewals	1,700	2,300	1,700	1,400	1,400	1,400	9,900
<u>Speed Limit Review Trial</u> as per Council Report July 23, 2020		300					300
Total Local Street Renewal Program	55,730	63,519	64,542	74,057	90,846	98,457	447,151
TOTAL REGIONAL & LOCAL STREET RENEWAL PROGRAM	152,168	162,295	136,880	120,974	144,484	147,313	864,114

* Amounts to be determined

Summary of Changes to the Local Thin Bituminous Overlay (TBO) listing

Additions to the listing:

Brereton Rd - Vermillion Rd to Clearwater Rd
Birchdale Av - Highfield St to Lyndale Dr
Pauline Boutal Cr - De La Seigneurie Bv to De La Seigneurie Bv
Allegheny Dr - Dalhousie Dr to Ulster St
John Forsyth Rd - Baisinger Dr to Aldgate Rd
Hirt Cr - Ashworth St S to Southglen Bv
Appelmans By - Brixton Cr to Brixton Cr
Beaudry By - Shorehill Dr to Shorehill Dr
Bramton St - Woodydell Av to Brixton Cr
Zawaly By - Kildare Av E to Kildare Av E
Royal Mint Dr Frontage Rd - 209 - 249

Removals from the listing:

Bannatyne Av W - Weston St to W Limit
Vermillion Rd - Grover Hills to Beaverhill Bv
Isbister St - Risbey Cr to Lumsden Av
Highgate Cr - Alburg Dr to Longford Av
Kennington By - Novavista Dr to Novavista Dr
Glenthorne Cr - Greendell Av to Greendell Av
Fermore Av S - St David Rd to St Elmo Rd
Binscarth St - Corliss Cr - Binscarth St
Craglea Corner - Alex Taylor to Northcliffe Dr
Binscarth St - Kildare Av E - McMeans Av E
Margaret Av - Southall Dr to Salter St.

Changes to the listing detail:

Mitchelson Wy - Eagle Lake Cv to Ragsdill Rd changed to
Mitchelson Wy - Bonner Av to Ragsdill Rd
Scurfield Bv - 1328 Scurfield Bv to Portwood Rd changed to
Scurfield Bv - Columbia Dr to Portwood Rd

Summary of Changes to the Regional and Local Street Renewal Program listing

Removals from the listing (By sub-program):

Downtown Streets:

Portage Av - Main to Memorial
Fort NB - Graham to Broadway
Hargrave NB - Portage to Ellice
Carlton - Portage to Ellice

Watt St. / Munroe Ave / Johnson Ave. West:

Watt St. - Chalmers to Munroe
Revise sub-program to Munroe Ave / Johnson Ave. West

Stafford St. / Taylor Ave. / Corydon Ave.:

Corydon EB - Waterloo to Cambridge

Erin St. / Wall St. / Sargent Ave.:

Sargent Ave - Arlington to Erin
Revise sub-program to Erin St./Wall St.

Service Based Budget



Photo: Roger Harris, courtesy Tourism Winnipeg

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

Section 2 Page #	Services (millions of \$)	2021 Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
5	Infrastructure Renewal and Public Works				
8	Roadway Construction and Maintenance	68.892	145.701	(76.809)	229
11	Transportation Planning and Traffic Management	2.922	18.419	(15.497)	165
14	Roadway Snow Removal and Ice Control	0.113	35.037	(34.924)	133
17	<i>Public Transit</i>	207.408	207.408	-	1,624
	Public Transit - Subsidy	-	104.272	(104.272)	
	City Beautification	0.061	17.554	(17.493)	120
	Infrastructure Renewal and Public Works	279.396	528.391	(248.995)	2,271
21	Water and Waste, Riverbank Management and the Environment				
24	<i>Water</i>	138.091	123.946	14.145	404
27	<i>Wastewater</i>	203.354	170.859	32.495	413
30	<i>Land Drainage and Flood Control</i>	5.171	5.633	(0.462)	27
32	Solid Waste Collection	1.187	24.610	(23.423)	12
35	<i>Solid Waste Disposal (4)</i>	16.107	13.934	2.173	40
	<i>Recycling and Waste Diversion (4)</i>	34.622	38.108	(3.486)	81
	Water and Waste, Riverbank Management and the Environment	398.532	377.090	21.442	977
39	Property and Development, Heritage and Downtown Development				
42	City Planning	0.001	2.158	(2.157)	20
45	Neighbourhood Revitalization	0.162	1.915	(1.753)	1
48	Development Approvals, Building Permits and Inspections	26.047	20.791	5.256	208
50	Heritage Conservation	-	0.303	(0.303)	2
53	Property Asset Management	15.549	12.253	3.296	46
55	<i>Municipal Accommodations</i>	73.783	73.783	-	286
	Cemeteries	1.817	2.612	(0.795)	26
	Property and Development, Heritage and Downtown Development	117.359	113.815	3.544	589
59	Protection, Community Services and Parks / Winnipeg Police Board				
62	Police Response	26.185	255.861	(229.676)	1,558
65	Crime Prevention	1.657	51.061	(49.404)	294
68	Traffic Safety and Enforcement	19.249	19.462	(0.213)	91
71	Fire and Rescue Response	5.183	141.273	(136.090)	920
74	Fire and Injury Prevention	1.202	6.351	(5.149)	42
77	Medical Response	67.281	67.281	-	422
79	Emergency Management	-	1.386	(1.386)	9
82	Recreation	9.150	59.650	(50.500)	376
86	Parks and Urban Forestry	1.705	38.180	(36.475)	310
89	Community Liveability	1.221	7.703	(6.482)	57
92	Libraries	2.312	31.838	(29.526)	270
95	Arts, Entertainment and Culture	-	20.916	(20.916)	6
	Insect Control	3.907	10.402	(6.495)	66
	Protection, Community Services and Parks / Winnipeg Police Board	139.052	711.364	(572.312)	4,421
97	Innovation and Economic Development				
100	Innovation, Transformation and Technology	-	25.829	(25.829)	167
102	Economic Development	2.000	1.296	0.704	3
105	<i>Winnipeg Fleet Management Special Operating Agency (SOA)</i>	50.229	49.617	0.612	109
108	<i>Winnipeg Parking Authority Special Operating Agency (SOA)</i>	16.844	23.368	(6.524)	63
110	<i>Golf Services Special Operating Agency (SOA)</i>	3.347	2.693	0.654	24
	Golf Services - Subsidy	-	0.730	(0.730)	
	<i>Animal Services Special Operating Agency (SOA)</i>	3.901	3.751	0.150	27
	Animal Control and Care - Subsidy	-	1.271	(1.271)	
	Innovation and Economic Development	76.321	108.555	(32.234)	393
113	Executive Policy Committee				
117	Organizational Support Services	0.739	27.156	(26.417)	223
121	Assessment, Taxation and Corporate	921.490	7.778	913.712	130
123	Contact Centre - 311	-	4.320	(4.320)	75
	Council Services	0.096	14.298	(14.202)	81
	Executive Policy Committee	922.325	53.552	868.773	509
	Total City Services	1,932.985	1,892.767	40.218	9,160

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

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

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

(4) Services included in Solid Waste fund.

(5) The following service based budget sheets are presented differently in comparison to previous budgets. Capital related expenditures including transfers to capital, debt and finance charges, and dividends to general revenue fund have been separated from other operating expenses such as salaries, materials, services and others.

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

Section 2 Page #	Services (millions of \$)	Net Revenue / (Cost)	
		2022	2023
5	Infrastructure Renewal and Public Works		
8	Roadway Construction and Maintenance	(89.862)	(102.811)
11	Transportation Planning and Traffic Management	(15.663)	(15.922)
14	Roadway Snow Removal and Ice Control	(35.063)	(35.452)
17	<i>Public Transit</i>	-	-
	Public Transit - Subsidy	(78.501)	(85.306)
	City Beautification	(17.872)	(17.754)
	Infrastructure Renewal and Public Works	(236.961)	(257.245)
21	Water and Waste, Riverbank Management and the Environment		
24	<i>Water</i>	15.241	16.208
27	<i>Wastewater</i>	29.469	33.610
30	<i>Land Drainage and Flood Control</i>	(0.463)	(0.465)
32	Solid Waste Collection	(22.674)	(23.658)
35	<i>Solid Waste Disposal (4)</i>	0.287	0.137
	<i>Recycling and Waste Diversion (4)</i>	(1.043)	(1.822)
	Water and Waste, Riverbank Management and the Environment	20.817	24.010
39	Property and Development, Heritage and Downtown Development		
42	City Planning	(2.178)	(2.229)
45	Neighbourhood Revitalization	(1.757)	(1.761)
48	Development Approvals, Building Permits and Inspections	9.758	10.523
50	Heritage Conservation	(0.295)	(0.301)
53	Property Asset Management	3.492	3.666
55	<i>Municipal Accommodations</i>	-	-
	Cemeteries	(0.785)	(0.781)
	Property and Development, Heritage and Downtown Development	8.235	9.117
59	Protection, Community Services and Parks / Winnipeg Police Board		
62	Police Response	(237.878)	(238.527)
65	Crime Prevention	(50.858)	(52.119)
68	Traffic Safety and Enforcement	(0.312)	(0.567)
71	Fire and Rescue Response	(138.436)	(141.591)
74	Fire and Injury Prevention	(5.249)	(5.358)
77	Medical Response	-	-
79	Emergency Management	(1.402)	(1.423)
82	Recreation	(46.235)	(47.684)
86	Parks and Urban Forestry	(37.193)	(37.279)
89	Community Liveability	(6.656)	(6.796)
92	Libraries	(30.039)	(30.278)
95	Arts, Entertainment and Culture	(21.541)	(21.805)
	Insect Control	(8.153)	(8.255)
	Protection, Community Services and Parks / Winnipeg Police Board	(583.952)	(591.682)
97	Innovation and Economic Development		
100	Innovation, Transformation and Technology	(26.641)	(25.968)
102	Economic Development	(1.296)	(1.297)
105	<i>Winnipeg Fleet Management (SOA)</i>	0.419	0.810
108	<i>Winnipeg Parking Authority (SOA)</i>	(0.274)	(0.274)
110	<i>Golf Services (SOA)</i>	0.708	0.766
	Golf Services - Subsidy	(0.730)	(0.730)
	<i>Animal Services (SOA)</i>	0.135	0.116
	Animal Control and Care - Subsidy	(1.271)	(1.271)
	Innovation and Economic Development	(28.950)	(27.848)
113	Executive Policy Committee		
117	Organizational Support Services	(26.318)	(26.774)
121	Assessment, Taxation and Corporate	910.483	938.812
123	Contact Centre - 311	(4.415)	(4.519)
	Council Services	(13.996)	(14.319)
	Executive Policy Committee	865.754	893.200
	Total City Services	44.943	49.552

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.

(5) The following service based budget sheets are presented differently in comparison to previous budgets. Capital related expenditures including transfers to capital, debt and finance charges, and dividends to general revenue fund have been separated from other operating expenses such as salaries, materials, services and others.

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

Section 2 Page #	Services	Full-time Equivalent Positions					
		2019 Actual	2020 Budget	2021 Adopted Budget	2021 Compared to 2020 Variance *	2022 Projection	2023 Projection
6	Infrastructure Renewal and Public Works						
9	Roadway Construction and Maintenance	210	229	229	-	228	228
12	Transportation Planning and Traffic Management	154	165	165	-	165	165
15	Roadway Snow Removal and Ice Control	145	133	133	-	133	133
18	Public Transit	1,582	1,605	1,624	19	1,619	1,620
	Public Transit - Subsidy				-	-	
	City Beautification	136	120	120	-	120	120
	Infrastructure Renewal and Public Works	2,227	2,252	2,271	19	2,265	2,266
22	Water and Waste, Riverbank Management and the Environment						
25	Water	409	404	404	-	404	404
28	Wastewater	410	413	413	-	413	413
31	Land Drainage and Flood Control	28	27	27	-	27	27
33	Solid Waste Collection	15	17	12	(5)	12	12
36	Solid Waste Disposal	38	40	40	-	40	40
	Recycling and Waste Diversion	82	81	81	-	81	81
	Water and Waste, Riverbank Management and the Environment	982	982	977	(5)	977	977
40	Property and Development, Heritage and Downtown Development						
43	City Planning	17	20	20	-	20	19
46	Neighbourhood Revitalization	17	1	1	-	1	1
49	Development Approvals, Building Permits and Inspections	222	206	208	2	198	188
51	Heritage Conservation	3	3	2	(1)	2	2
53	Property Asset Management	41	47	46	(1)	45	45
56	Municipal Accommodations	275	286	286	-	286	285
	Cemeteries	26	24	26	2	26	26
	Property and Development, Heritage and Downtown Development	601	587	589	2	578	566
60	Protection, Community Services and Parks / Winnipeg Police Board						
63	Police Response	1,574	1,554	1,558	4	1,558	1,558
66	Crime Prevention	299	297	294	(3)	294	294
69	Traffic Safety and Enforcement	86	91	91	-	91	91
72	Fire and Rescue Response	867	919	920	1	920	920
75	Fire and Injury Prevention	43	42	42	-	42	42
78	Medical Response	485	411	422	11	422	422
80	Emergency Management	7	9	9	-	9	9
83	Recreation	280	378	376	(2)	376	376
87	Parks and Urban Forestry	320	311	310	(1)	310	310
90	Community Liveability	53	56	57	1	57	56
93	Libraries	271	275	270	(5)	270	270
96	Arts, Entertainment and Culture	7	6	6	-	6	6
	Insect Control	67	67	66	(1)	66	66
	Protection, Community Services and Parks / Winnipeg Police Board	4,359	4,416	4,421	5	4,421	4,420
98	Innovation and Economic Development						
101	Innovation, Transformation and Technology	162	166	167	1	167	167
103	Economic Development	2	3	3	-	3	3
106	Winnipeg Fleet Management (SOA)	120	119	109	(10)	102	102
109	Winnipeg Parking Authority (SOA)	53	62	63	1	63	63
111	Golf Services (SOA)	18	24	24	-	24	24
	Animal Services (SOA)	25	27	27	-	27	27
	Innovation and Economic Development	380	401	393	(8)	386	386
115	Executive Policy Committee						
118	Organizational Support Services	374	217	223	6	221	221
122	Assessment, Taxation and Corporate	116	130	130	-	130	130
125	Contact Centre - 311	105	80	75	(5)	75	75
	Council Services	92	79	81	2	86	79
	Executive Policy Committee	687	506	509	3	512	505
	Total City Services	9,236	9,144	9,160	16	9,139	9,120

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

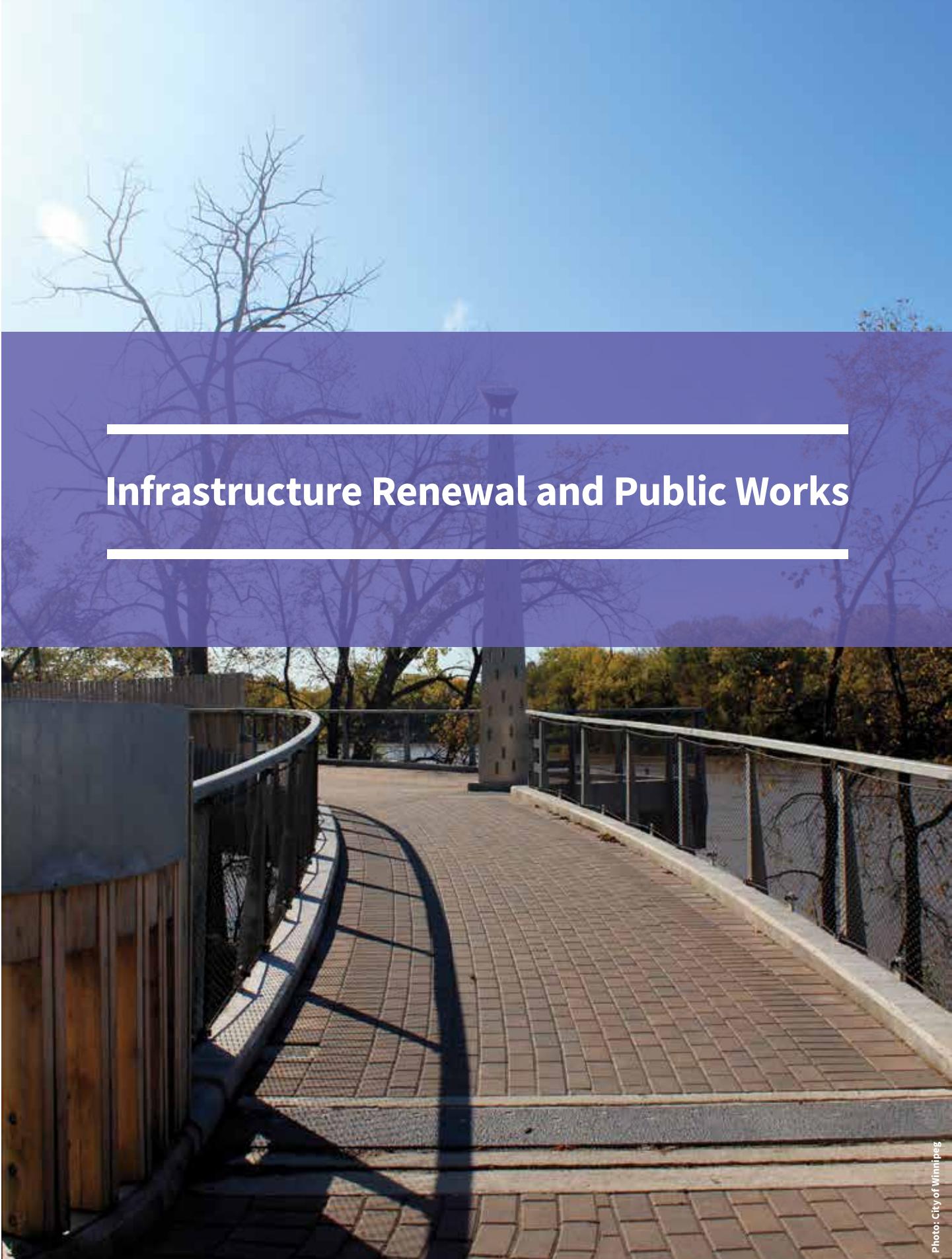
2021 Adopted Budget

Capital and Reserves

Section 2 Page #	Services (millions of \$)	Capital			Reserve 2021 Balance
		2021 Budget	5-Year Forecast	6-Year Total	
7	Infrastructure Renewal and Public Works				
10	Roadway Construction and Maintenance	160.608	830.591	991.199	7.424
13	Transportation Planning and Traffic Management	2.748	9.750	12.498	
16	Roadway Snow Removal and Ice Control		0.478	0.478	
19	<i>Public Transit</i>	23.712	141.748	165.460	8.234
	City Beautification		1.220	1.220	
	Infrastructure Renewal and Public Works	187.068	983.787	1,170.855	15.658
	Water and Waste, Riverbank Management and the Environment				
23	<i>Water</i>	33.020	186.325	219.345	24.792
26	<i>Wastewater</i>	76.270	387.775	464.045	169.522
29	<i>Land Drainage and Flood Control</i>	4.510	29.735	34.245	
34	<i>Solid Waste Disposal</i>	2.550	14.950	17.500	3.676
37	<i>Recycling and Waste Diversion</i>		0.450	0.450	3.102
	Water and Waste, Riverbank Management and the Environment	116.350	619.235	735.585	201.092
	Property and Development, Heritage and Downtown Development				
44	Neighbourhood Revitalization				2.941
47	Development Approvals, Building Permits and Inspections	2.047	1.119	3.166	
49	Heritage Conservation		0.100	0.100	0.697
52	Property Asset Management			-	19.049
54	<i>Municipal Accommodations</i>	3.936	8.103	12.039	
57	Cemeteries	0.936	0.250	1.186	20.769
	Property and Development, Heritage and Downtown Development	6.919	9.572	16.491	43.456
	Protection, Community Services and Parks / Winnipeg Police Board				
61	Police Response	4.990	20.861	25.851	
70	Fire and Rescue Response	2.404	39.858	42.262	
78	Emergency Management	0.150		0.150	
81	Recreation	25.635	44.839	70.474	
85	Parks and Urban Forestry	12.715	38.029	50.744	9.204
88	Community Liveability	1.000	1.000	2.000	
91	Libraries	1.238	6.650	7.888	
94	Arts, Entertainment and Culture	5.225	27.250	32.475	
96	Insect Control			1.000	1.000
	Protection, Community Services and Parks / Winnipeg Police Board	53.357	178.487	231.844	10.204
	Innovation and Economic Development				
99	Innovation, Transformation and Technology	3.938	15.283	19.221	2.922
101	Economic Development				4.267
104	<i>Winnipeg Fleet Management (SOA)</i>	18.237	83.115	101.352	
107	<i>Winnipeg Parking Authority (SOA)</i>	0.123	0.900	1.023	
	Innovation and Economic Development	22.298	99.298	121.596	7.189
	Executive Policy Committee				
120	Assessment, Taxation and Corporate	0.237	1.224	1.461	105.659
122	Contact Centre - 311	0.100	0.207	0.307	
126	Council Services	0.100	0.510	0.610	
	Executive Policy Committee	0.437	1.941	2.378	105.659
	Total City Services	386.429	1,892.320	2,278.749	383.258

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

** The 6-year capital program may include temporary capital funded full time equivalents (FTEs). If applicable, the FTE information will be noted on the capital detail sheets - see the Supplement to the 2021 Adopted Budget.



Infrastructure Renewal and Public Works

Roadway Construction and Maintenance

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projected	2023 Projected
Service revenue	69.143	68.709	68.892	1	69.339	69.787
Provincial funding (service specific)	-	-	-		-	-
Revenues	69.143	68.709	68.892		69.339	69.787
Salaries and benefits	17.391	18.635	18.791		19.002	19.320
Services	16.295	18.055	17.789		17.773	18.166
Materials, parts, and supplies	7.422	8.497	8.603		8.631	8.640
Assets and purchases	0.038	0.036	0.037		0.037	0.037
Grants, transfers and other	3.691	1.764	1.788		1.796	1.802
Recoveries	(9.040)	(12.022)	(12.015)		(12.005)	(11.998)
Operating Expenses	35.798	34.965	34.995		35.233	35.968
Transfer to Capital	3.068	5.880	1.678	2	1.842	1.478
Transfer to Capital - Frontage Levy	10.000	10.000	10.000		10.000	10.000
Transfer to Local Street Renewal Reserve	35.370	41.270	47.370		53.670	64.670
Transfer to Regional Street Renewal Reserve	30.870	36.770	42.870		49.170	51.170
Debt and finance charges	10.805	9.450	8.788		9.286	9.312
Total Expenses	125.911	138.336	145.701		159.201	172.598
Mill Rate Support/(Contribution)	56.768	69.626	76.809		89.862	102.811
Full-time Equivalent Positions	210	229	229		228	228

Explanation of 2021 change from 2020

(in millions of \$)

1 Revenues

Increase in frontage levy revenue	0.156
Miscellaneous adjustments	0.027
	<u>0.183</u>

2 Expenses

Transfer to Regional Street Renewal Reserve	6.100
Transfer to Local Street Renewal Reserve	6.100
Increase in salaries and benefits	0.156
Transfer to Capital	(4.202)
Decrease in debt and finance charges	(0.662)
Decrease in fleet related expenditures	(0.271)
Miscellaneous adjustments	<u>0.144</u>
	<u>7.365</u>

Roadway Construction and Maintenance

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Bridge Constr & Maint	Revenue	10.038	10.007	10.007	10.007	10.007
	Operating expenses	2.740	2.859	2.792	2.805	2.846
	Transfer to Capital	10.855	13.128	11.478	11.478	11.478
		3.557	5.980	4.263	4.276	4.317
Regl Streets Constr & Maint	Revenue	29.545	29.458	29.545	29.747	29.950
	Operating expenses	21.221	19.237	19.466	19.929	20.182
	Transfer to Capital	1.602	38.345	43.070	49.261	51.170
		(6.722)	28.123	32.991	39.443	41.402
Local Streets Constr & Maint	Revenue	25.884	25.657	25.740	25.939	26.138
	Operating expenses	18.351	18.675	17.840	18.042	18.429
	Transfer to Capital	66.347	41.270	47.370	53.670	64.670
		58.813	34.288	39.470	45.773	56.961
Regl Sidewalk Constr & Maint	Revenue	0.997	0.999	1.002	1.015	1.027
	Operating expenses	1.093	0.962	0.975	0.993	1.017
	Transfer to Capital	0.467	0.589	-	0.136	-
		0.562	0.552	(0.027)	0.114	(0.010)
Local Sidewalk Constr & Maint	Revenue	2.678	2.588	2.598	2.632	2.665
	Operating expenses	3.199	2.682	2.710	2.751	2.807
	Transfer to Capital	0.037	0.589	-	0.137	-
		0.558	0.683	0.112	0.256	0.141
Mill Rate Support/(Contribution)		56.768	69.626	76.809	89.862	102.811

Additional Financial Information

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

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

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

Transportation Planning and Traffic Management

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

Transportation Planning and Traffic Management

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	2.974	2.886	2.922	1	2.974	3.027
Provincial funding (service specific)	-	-	-		-	-
Revenues	2.974	2.886	2.922		2.974	3.027
Salaries and benefits	13.789	14.753	14.899		15.121	15.412
Services	3.825	3.336	3.261		3.219	3.255
Materials, parts and supplies	2.690	2.415	2.432		2.438	2.439
Assets and purchases	0.125	0.079	0.085		0.085	0.085
Grants, transfers and other	1.313	1.138	1.154		1.161	1.166
Recoveries	(6.450)	(3.461)	(3.461)		(3.461)	(3.464)
Operating expenses	15.292	18.260	18.371		18.563	18.892
Transfer to Capital	1.248	1.044	-	2	0.020	-
Debt and finance charges	0.034	0.029	0.049		0.054	0.056
Total Expenses	16.574	19.332	18.419		18.637	18.949
Mill Rate Support/(Contribution)	13.600	16.446	15.497		15.663	15.922
Full-time Equivalent Positions	154	165	165		165	165

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Miscellaneous adjustments	0.036
	<u>0.036</u>

2 Expenses

Increase in salaries and benefits	0.146
Increase in debt and finance charges	0.020
Transfer to Capital	(1.044)
Decrease in fleet related expenditures	(0.076)
Miscellaneous adjustments	0.041
	<u>(0.913)</u>

Transportation Planning and Traffic Management

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Transportation Plan & Design	Revenue	0.099	0.061	0.062	0.063	0.064
	Operating expenses	1.294	1.369	1.453	1.465	1.512
	Transfer to Capital	1.174	0.093	-	0.020	-
		2.369	1.402	1.391	1.422	1.448
Traffic/Right of Way Mgt	Revenue	2.875	2.826	2.861	2.911	2.963
	Operating expenses	14.032	16.920	16.966	17.152	17.437
	Transfer to Capital	0.074	0.950	-	-	-
		11.231	15.044	14.106	14.241	14.474
Mill Rate Support/(Contribution)		13.600	16.446	15.497	15.663	15.922

Additional Financial Information

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

Roadway Snow Removal and Ice Control

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

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

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.113	0.113	0.113	1	0.113	0.113
Provincial funding (service specific)	-	-	-		-	-
Revenues	0.113	0.113	0.113		0.113	0.113
Salaries and benefits	10.718	10.090	10.209		10.348	10.529
Services	28.009	19.215	19.027		18.995	19.196
Materials, parts, and supplies	5.229	4.446	4.504		4.528	4.530
Assets and purchases	0.030	0.015	0.015		0.015	0.015
Grants, transfers and other	1.444	1.395	1.425		1.432	1.437
Recoveries	(1.043)	(0.142)	(0.142)		(0.142)	(0.142)
Operating expenses	44.387	35.019	35.037		35.176	35.565
Transfer to Capital	-	-	-	2	-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	44.387	35.019	35.037		35.176	35.565
Mill Rate Support/(Contribution)	44.273	34.906	34.924		35.063	35.452
Full-time Equivalent Positions	145	133	133		133	133

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.119
Decrease in fleet related expenditures	(0.172)
Miscellaneous adjustments	0.071
	<hr/>
	0.018

Roadway Snow Removal and Ice Control

Service Detail		2019 Actual	2020 Budget	2021		2023 Projection
Sub-services (in millions of \$)				Adopted Budget	2022 Projection	
Regl Streets Snow/Ice Removal	Revenue	0.046	0.042	0.042	0.042	0.042
	Operating expenses	16.811	12.596	12.589	12.634	12.786
	Transfer to Capital	-	-	-	-	-
		16.765	12.555	12.547	12.592	12.744
Local Streets Snow/Ice Removal	Revenue	0.047	0.048	0.048	0.048	0.048
	Operating expenses	20.823	15.758	15.768	15.836	16.008
	Transfer to Capital	-	-	-	-	-
		20.775	15.710	15.719	15.788	15.959
Sidewalk Snow/Ice Removal	Revenue	0.007	0.012	0.012	0.012	0.012
	Operating expenses	3.799	4.774	4.781	4.796	4.842
	Transfer to Capital	-	-	-	-	-
		3.792	4.762	4.769	4.783	4.830
Parks, Facility Snow/Ice Remove	Revenue	0.010	0.009	0.009	0.009	0.009
	Operating expenses	0.935	1.170	1.178	1.188	1.204
	Transfer to Capital	-	-	-	-	-
		0.925	1.161	1.169	1.179	1.195
Snow Disposal Sites	Revenue	0.002	0.002	0.002	0.002	0.002
	Operating expenses	2.018	0.720	0.722	0.723	0.726
	Transfer to Capital	-	-	-	-	-
		2.016	0.718	0.720	0.721	0.724
Mill Rate Support/(Contribution)		44.273	34.906	34.924	35.063	35.452

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

Public Transit

Includes:

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

Description

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

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

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

Service Level Statistics

Conventional and Chartered Transit

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

Key Goals

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

Transit Plus

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

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

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	92.010	96.954	61.112	1	100.998	102.807
Provincial funding (service specific)	42.048	42.024	42.024		42.024	42.024
Revenues	134.057	138.978	103.135		143.021	144.831
Salaries and benefits	119.198	123.848	127.207		130.001	134.186
Services	19.039	20.162	21.196		21.831	22.739
Materials, parts, and supplies	35.944	38.654	39.123		41.610	42.826
Assets and purchases	1.173	0.706	0.854		0.734	0.949
Grants, transfers and other	12.651	5.075	1.209		5.296	5.386
Recoveries	(4.617)	(4.235)	(4.368)		(4.480)	(4.716)
Operating Expenses	183.388	184.211	185.221		194.993	201.370
Transfer to Capital	5.039	2.805	0.000	2	0.775	0.000
Transfer to SW Rapid Transitway Payment Reserve	7.148	9.095	11.108		13.187	15.332
Debt and finance charges	9.044	10.132	11.079		12.568	13.435
Total Expenses	204.618	206.243	207.408		221.523	230.137
Mill Rate Support/(Contribution)	70.561	67.265	104.272		78.501	85.306
Full-time Equivalent Positions	1,582	1,605	1,624		1,619	1,620

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

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

Full-time Equivalent Positions

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

Public Transit

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

Additional Financial Information

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

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

City Beautification

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

Description	2017	2018	2019
Number of litter containers in park sites [A]	3,561	3,287	3,064
Number of street litter containers	1,588	1,705	1,705
Tonnes of boulevard abrasives removed (streets only)	29,500	21,516	22,384
Flower Beds (raised/fixed/in-ground - not including shrubs) m ² [A]	23,442	24,998	25,334
Number of flower planters [A]	1,257	1,276	1,390
Number of hanging baskets [A]	20	37	37
Number of park lighting units [A]	3,588	3,800	3,959
Number of community clean-up & Adopt-A-Park projects	43	43	44
Number of graffiti tags removed	17,374	20,056	20,351
Square metres of graffiti removed	38,331	45,187	49,651
Number of graffiti sites treated	5,577	6,485	7,691
Number of public art projects completed [B]	5	11	8

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

[B] Source: Winnipeg Arts Council

City Beautification

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.159	0.061	0.061		0.061	0.061
Provincial funding (service specific)	-	-	-		-	-
Revenues	0.159	0.061	0.061	1	0.061	0.061
Salaries and benefits	8.897	8.503	8.589		8.704	8.856
Services	6.728	6.433	6.352		6.257	6.302
Materials, parts, and supplies	1.168	1.133	1.148		1.158	1.161
Assets and purchases	0.055	0.036	0.040		0.040	0.040
Grants, transfers and other	1.744	1.713	1.751		1.762	1.769
Recoveries	(0.498)	(0.373)	(0.368)		(0.362)	(0.362)
Operating expenses	18.094	17.446	17.513		17.560	17.766
Transfer to Capital	0.045	0.101	-		0.326	-
Debt and finance charges	0.044	0.037	0.041		0.047	0.049
Total Expenses	18.183	17.584	17.554	2	17.932	17.815
Mill Rate Support/(Contribution)	18.024	17.523	17.493		17.872	17.754
Full-time Equivalent Positions	136	120	120		120	120

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

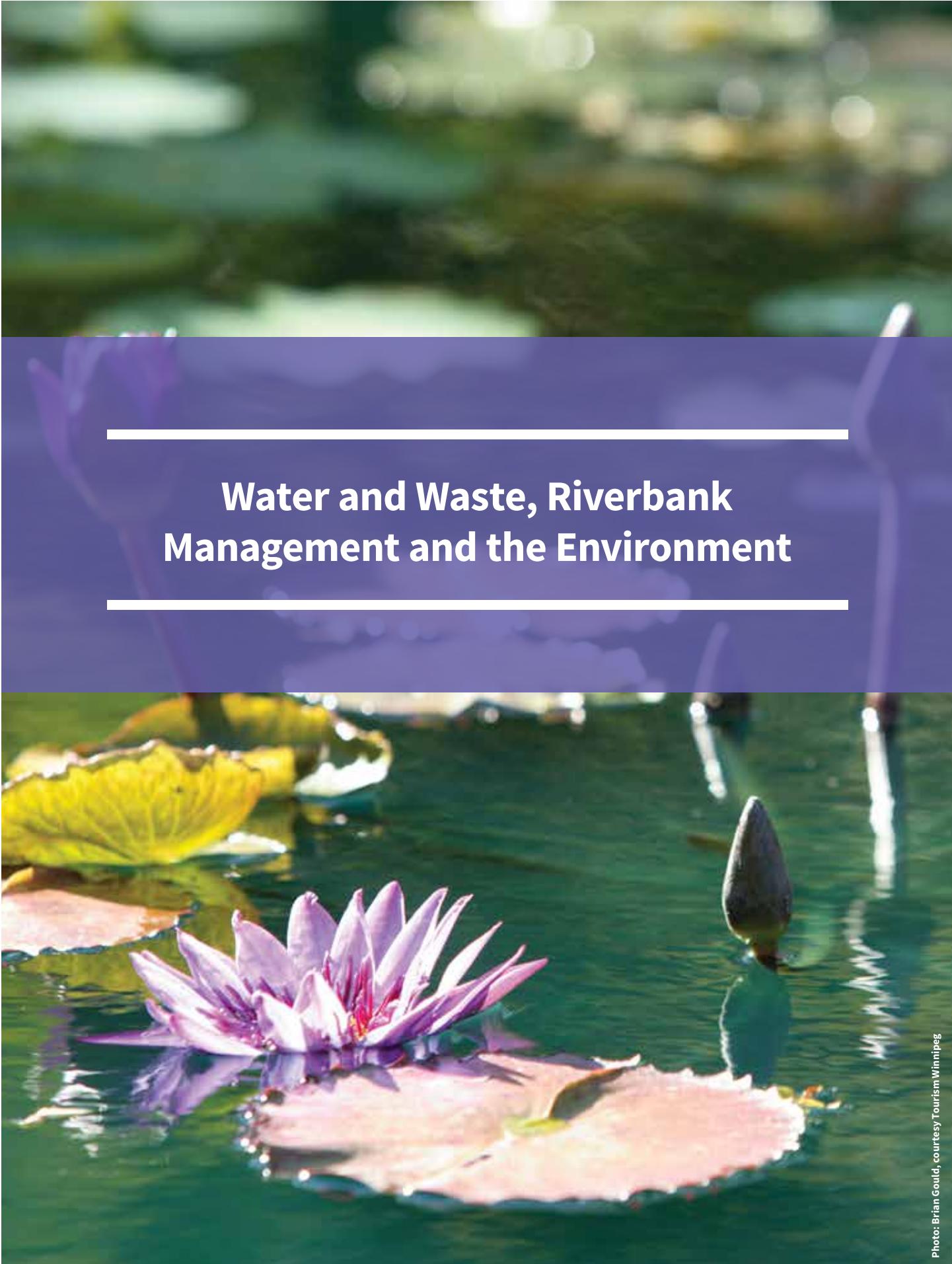
Increase in salaries and benefits	0.086
Transfer to Capital	(0.101)
Decrease in fleet related expenditures	(0.073)
Miscellaneous adjustments	0.058
	<hr/>
	(0.030)

City Beautification

Service Detail				2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)		2019 Actual	2020 Budget			
Litter Collection	Revenue	0.015	0.013	0.013	0.013	0.013
	Operating expenses	4.372	4.033	4.051	4.077	4.128
	Transfer to Capital	-	-	-	-	-
		4.358	4.019	4.037	4.064	4.115
Public Gardens/ Landscaping	Revenue	0.094	0.020	0.020	0.020	0.020
	Operating expenses	4.171	4.159	4.185	4.213	4.269
	Transfer to Capital	0.039	0.084	-	-	-
		4.116	4.223	4.164	4.193	4.248
OrnLight/ Flags,Banners/ PubArt	Revenue	0.018	0.002	0.002	0.002	0.002
	Operating expenses	0.720	0.832	0.841	0.851	0.864
	Transfer to Capital	0.005	0.017	-	0.326	-
		0.708	0.846	0.839	1.175	0.861
Graffiti Control	Revenue	0.008	0.003	0.003	0.003	0.003
	Operating expenses	1.424	1.504	1.518	1.536	1.550
	Transfer to Capital	-	-	-	-	-
		1.415	1.501	1.515	1.533	1.547
Regional Street Cleaning	Revenue	0.013	0.011	0.011	0.011	0.011
	Operating expenses	3.392	3.566	3.569	3.563	3.606
	Transfer to Capital	-	-	-	-	-
		3.379	3.554	3.558	3.552	3.595
Local Street Cleaning	Revenue	0.011	0.010	0.010	0.010	0.010
	Operating expenses	4.059	3.389	3.389	3.365	3.397
	Transfer to Capital	-	-	-	-	-
		4.048	3.380	3.379	3.355	3.388
Mill Rate Support/(Contribution)		18.024	17.523	17.493	17.872	17.754

Additional Financial Information

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



Water and Waste, Riverbank Management and the Environment

Water

Includes:

- Water Supply and Treatment
 - Water Distribution
-

Description

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

Key Goals

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

Service Level Statistics

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

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

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

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

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

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

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

Water

Contributing Departments

Water and Waste 100 %

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

* Actual does not include principal payments on debt.

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in water sales	3.404
Increase in interest earned	0.238
Miscellaneous adjustments	0.016
	<u>3.658</u>

2 Expenses

Increase in transfer to Water Meter Renewal Reserve	1.610
Increase in salaries and benefits	0.674
Increase in dividend transfer to General Revenue Fund	0.375
Increase in chemicals	0.350
Increase in debt and finance charges	0.218
Miscellaneous adjustments	0.228
	<u>3.455</u>

Water

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-Services (in millions of \$)						
Water Supply & Treatment	Revenue	66.022	67.136	68.965	71.340	73.759
	Expense	55.089	60.799	62.768	64.946	67.071
		10.934	6.338	6.198	6.394	6.688
Water Distribution	Revenue	66.352	67.297	69.125	71.500	73.919
	Expense	56.701	59.693	61.179	62.653	64.398
		9.650	7.604	7.947	8.847	9.521
Surplus/(Deficit)		20.584	13.941	14.144	15.241	16.208

Additional Financial Information

Reserves		2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)						
- Water Main Renewal Reserve		3.908	8.681	12.195	12.725	12.740
- Water Meter Renewal Reserve		-	4.664	12.597	23.448	37.273

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

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

Wastewater

Includes:

- *Wastewater Collection*
 - *Wastewater Treatment*
-

Description

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

Key Goals

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

Service Level Statistics

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

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

[B] Includes sanitary, combined and interceptor sewers.

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

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

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

Wastewater

Contributing Departments

Water and Waste 100 %

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

* Actual does not include principal payments on debt.

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

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

Wastewater

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Wastewater Collection	Revenue	96.283	93.467	96.759	99.169	101.622
	Expense	104.629	70.188	72.601	76.494	76.530
		(8.346)	23.279	24.158	22.675	25.092
Wastewater Treatment	Revenue	104.767	103.030	106.595	108.989	111.442
	Expense	123.707	93.780	98.258	102.194	102.924
		(18.940)	9.250	8.337	6.795	8.518
Surplus/(Deficit)		(27.287)	32.530	32.495	29.469	33.610

Additional Financial Information

Reserves						
Balance, December 31 (in millions of \$)	2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection	
- Environmental Projects Reserve	165.991	164.569	162.584	163.745	154.904	
- Sewer System Rehab Reserve	9.938	6.908	6.938	5.971	3.999	
Capital Budget						
(In millions of \$)			2021 Adopted Budget	2022-2026 Forecast	6 Year Total	
			76.270	387.775	464.045	

Land Drainage and Flood Control

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

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

Land Drainage and Flood Control

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	4.623	5.138	5.171	1	5.202	5.232
Provincial funding (service specific)	-	-	-		-	-
Revenues	4.623	5.138	5.171		5.202	5.232
Salaries and Benefits	2.804	2.404	2.490		2.514	2.540
Services	2.083	2.213	2.135		2.122	2.111
Materials, parts and supplies	0.932	0.625	0.647		0.668	0.686
Assets and purchases	0.002	0.004	0.004		0.004	0.004
Grants, transfers and other	0.041	0.037	0.037		0.037	0.037
Recoveries	(0.038)	-	-		-	-
Operating expenses	5.825	5.283	5.312		5.345	5.378
Transfer to Capital	0.377	0.500	-	2	-	-
Debt and finance charges	0.091	0.321	0.321		0.320	0.320
Total Expenses	6.294	6.103	5.633		5.664	5.697
Mill Rate Support/(Contribution)	1.671	0.965	0.462		0.463	0.465
Full-time Equivalent Positions	28	27	27		27	27

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Miscellaneous adjustments	0.033
	<u>0.033</u>

2 Expenses

Transfer to Capital	(0.500)
Miscellaneous adjustments	0.030
	<u>(0.470)</u>

Land Drainage and Flood Control

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Flood Control	Revenue	0.078	-	-	-	-
	Operating expenses	2.663	1.825	1.835	1.841	1.848
	Transfer to Capital	-	-	-	-	-
		2.585	1.824	1.835	1.840	1.848
Land Drainage	Revenue	4.271	4.958	4.988	5.015	5.041
	Operating expenses	2.898	3.330	3.348	3.370	3.390
	Transfer to Capital	0.172	-	-	-	-
		(1.201)	(1.629)	(1.640)	(1.644)	(1.651)
Waterways Management	Revenue	0.273	0.180	0.183	0.187	0.191
	Operating expenses	0.356	0.449	0.449	0.453	0.459
	Transfer to Capital	0.205	0.500	-	-	-
		0.287	0.769	0.266	0.267	0.268
Mill Rate Support/(Contribution)		1.671	0.965	0.462	0.463	0.465

Additional Financial Information

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

Solid Waste Collection

Description

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

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

Key Goals

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

Service Level Statistics

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

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Miscellaneous adjustments	0.020
	<hr/>

2 Expenses

Increase in single family collection contracts	1.048
Increase in residential tipping	0.620
Deferral of multi family bin collection pilot	(0.455)
Miscellaneous adjustments	(0.144)
	<hr/>
	1.069

Full-time Equivalent Positions

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

Solid Waste Disposal

Description

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

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

Key Goals

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

Service Level Statistics

Description	2017	2018	2019
Number of tonnes disposed	355,326	332,564	319,100
Total number of non-commercial vehicles	69,658	82,722	93,090
Total number of commercial and contractor vehicles	70,989	70,567	68,264
Kilolitres of leachate hauled and treated	53,930	39,541	49,687
Tonnes of landfill gas (CO ₂ e) captured and flared	85,819	78,602	79,700

Solid Waste Disposal

Contributing Departments

Water and Waste 100 %

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

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in residential tipping	0.430
Increase in internal tipping	0.252
Increase in commercial tipping	0.168
Miscellaneous adjustments	(0.008)
	<u>0.842</u>

2 Expenses

Increase in leachate treatment	0.090
Increase in salaries and benefits	0.065
Miscellaneous adjustments	0.087
	<u>0.242</u>

Solid Waste Disposal

Additional Financial Information

Reserves	2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)					
- Landfill Rehab Reserve	8.027	5.136	3.676	2.499	1.506

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

Recycling and Waste Diversion

Includes:

- *Recycling*
 - *Waste Diversion*
-

Description

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

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

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

Service Level Statistics

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

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

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

Key Goals

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

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

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

* Actual does not include principal payments on debt.

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

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

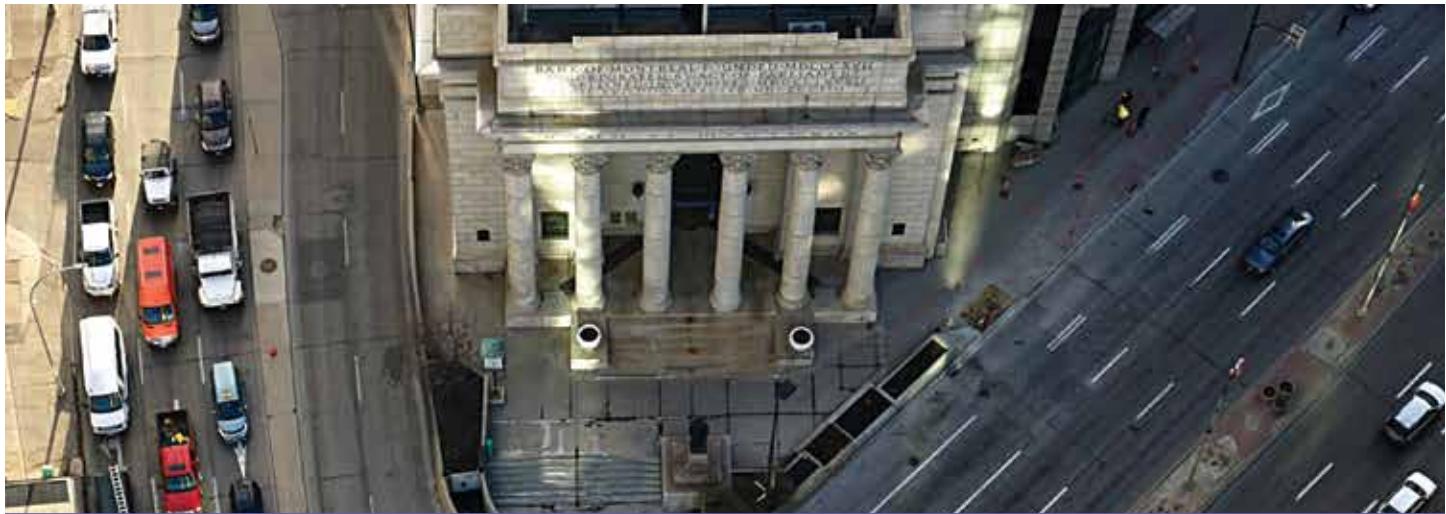
Recycling and Waste Diversion

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

Additional Financial Information

Reserves		2021		
		2019 Actual	2020 Forecast	Adopted Budget
Balance, December 31 (in millions of \$)				2022 Projection
- Waste Diversion Reserve		5.221	4.746	3.102
				2.532
				2.549

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



Property and Development, Heritage and Downtown Development

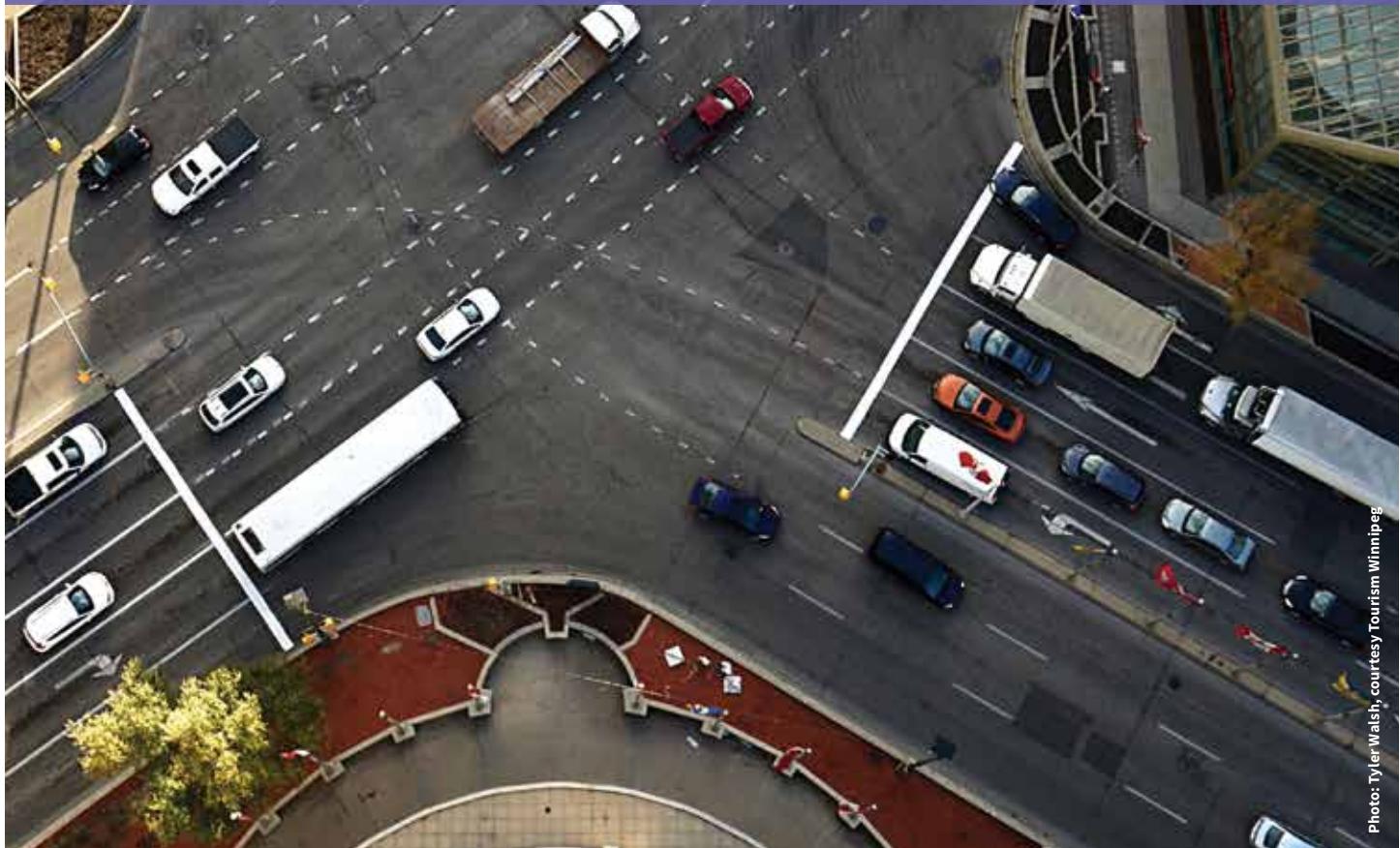


Photo: Tyler Walsh, courtesy Tourism Winnipeg

City Planning

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

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

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

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

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

City Planning

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.321	0.001	0.001		0.001	0.001
Provincial funding (service specific)	0.024	-	-		-	-
Revenues	0.345	0.001	0.001	1	0.001	0.001
Salaries and benefits	1.675	1.970	2.059		2.089	2.000
Services	0.156	0.189	0.241		0.189	0.189
Materials, parts, and supplies	0.002	0.003	0.003		0.003	0.003
Assets and purchases	0.004	0.004	0.004		0.004	0.004
Grants, transfers and other	0.255	0.058	0.058		0.058	0.058
Recoveries	(0.072)	(0.084)	(0.237)		(0.199)	(0.062)
Operating Expenses	2.020	2.138	2.126		2.143	2.191
Transfer to Capital	0.122	0.299	-		-	-
Debt and finance charges	0.034	0.029	0.032		0.036	0.038
Total Expenses	2.176	2.466	2.158	2	2.179	2.230
Mill Rate Support/(Contribution)	1.831	2.465	2.157		2.178	2.229
Full-time Equivalent Positions	17	20	20		20	19

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.089
Increase in services	0.052
Transfer to Capital	(0.299)
Increase in recoveries	(0.153)
Miscellaneous adjustments	0.003
	<hr/>
	(0.308)

City Planning

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-service (in millions of \$)						
Area Dev & Renewal Planning	Revenue	0.206	-	-	-	-
	Operating expenses	1.150	1.158	1.145	1.161	1.192
	Transfer to Capital	0.074	0.141	-	-	-
		1.019	1.299	1.145	1.161	1.192
City-wide Long Range Planning	Revenue	0.139	-	-	-	-
	Operating expenses	0.904	1.009	1.013	1.018	1.037
	Transfer to Capital	0.047	0.157	-	-	-
		0.812	1.166	1.013	1.017	1.037
Mill Rate Support/(Contribution)		1.831	2.465	2.157	2.178	2.229

Neighbourhood Revitalization

Includes:

- *Housing Initiatives*

Description

Provide neighbourhood residents with tools and support to build resilient, healthy communities and to promote and deliver community based projects and programs that support sustainable neighbourhoods and healthy communities. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:

- Housing Renewal and Affordable Housing Initiatives
- Residential Infill Tax Credit Program
- Neighbourhood Multi-Family / Mixed-Use Building Grant Program
- Downtown Multi-Family / Mixed-Use Building Grant Program
- Downtown Residential Development Grant Program
- Live Downtown - Rental Development Grant Program
- Strategic Economic Incentives - Project Specific Grants

Key Goals

1. Increase community confidence in their neighbourhood and encourage residents to remain and invest in their own communities.
2. Encourage and promote community involvement in defining neighbourhood values and needs and prioritizing neighbourhood infrastructure improvement projects that meet those values and needs.
3. Participate directly in the revitalization of the downtown as a collection of vibrant residential neighbourhoods.

Service Level Statistics

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

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

Neighbourhood Revitalization

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.315	0.162	0.162		0.162	0.162
Provincial funding (service specific)	-	-	-		-	-
Revenues	0.315	0.162	0.162	1	0.162	0.162
Salaries and benefits	0.468	0.077	0.076		0.076	0.077
Services	0.703	0.653	0.653		0.653	0.653
Materials, parts, and supplies	0.001	-	-		-	-
Assets and purchases	0.002	-	-		-	-
Grants, transfers and other	0.290	1.166	3.166		1.166	1.166
Recoveries	(0.040)	(0.016)	(2.016)		(0.017)	(0.017)
Operating Expenses	1.424	1.880	1.878		1.878	1.879
Transfer to Capital	0.047	-	-		-	-
Debt and finance charges	0.201	0.033	0.036		0.042	0.044
Total Expenses	1.672	1.913	1.915	2	1.920	1.923
Mill Rate Support/(Contribution)	1.358	1.751	1.752		1.757	1.761
Full-time Equivalent Positions	17	1	1		1	1

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues:

n/a

2 Expenses

Affordable Housing Program grants to be offset by a recovery from Federal Safe Restart Program funding held in the Housing Rehabilitation Investment Reserve	2.000
Recovery from Federal Safe Restart Program funding held in the Housing Rehabilitation Investment Reserve to offset Affordable Housing Program grants	(2.000)
Miscellaneous adjustments	0.002
	<u>0.002</u>

Neighbourhood Revitalization

Additional Financial Information

Reserves Balance, December 31 (in millions of \$)	2019 Actual	2020 Forecast	2021		
			Adopted Budget	2022 Projection	2023 Projection
- Housing Rehab Invest Reserve	1.556	3.850	1.727	1.581	1.434
- Multi-Family Dwell Tax Inv Res	0.391	0.597	1.214	1.757	2.505

Development Approvals, Building Permits and Inspections

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

[A] Does not include impact fees.

Development Approvals, Building Permits and Inspections

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	30.038	29.020	26.047		30.143	30.695
Provincial funding (service specific)	0.014	-	-		-	-
Revenues	30.052	29.020	26.047	1	30.143	30.695
Salaries and benefits	19.085	17.901	18.368		17.949	17.549
Services	1.797	1.711	1.727		1.719	1.718
Materials, parts and supplies	0.093	0.099	0.099		0.102	0.101
Assets and purchases	0.064	0.081	0.156		0.081	0.081
Grants, transfers and other	2.489	1.018	1.045		1.068	1.068
Recoveries	(0.504)	(0.377)	(0.631)		(0.565)	(0.378)
Operating Expenses	23.024	20.434	20.764		20.354	20.140
Transfer to Capital	0.180	0.265	-		-	-
Debt and finance charges	0.029	0.025	0.027		0.031	0.033
Total Expenses	23.234	20.724	20.791	2	20.386	20.172
Mill Rate Support/(Contribution)	(6.818)	(8.296)	(5.256)		(9.758)	(10.523)
Full-time Equivalent Positions	222	206	208		198	188

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

Increase in salaries and benefits primarily offset by a recovery from Federal Safe Restart Program funding held in the General Purpose Reserve	0.467
Increase in assets and purchases primarily offset by a recovery from Federal Safe Restart Program funding held in the General Purpose Reserve	0.075
Transfer to Capital	(0.265)
Recovery from Federal Safe Restart Program funding held in the General Purpose Reserve to offset increase in salaries and benefits, and assets and purchases	(0.254)
Miscellaneous adjustments	<u>0.044</u>
	<u>0.067</u>

Full-time Equivalent Positions

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

Development Approvals, Building Permits and Inspections

Service detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Res Dev Approvals & Inspection	Revenue	9.291	8.742	7.850	9.079	9.244
	Operating expenses	11.418	10.269	10.498	10.195	10.061
	Transfer to Capital	0.087	0.164	-	-	-
		2.215	1.691	2.648	1.116	0.817
Com Dev Approvals & Inspection	Revenue	20.761	20.279	18.198	21.065	21.451
	Operating expenses	11.636	10.190	10.294	10.191	10.112
	Transfer to Capital	0.093	0.101	-	-	-
		(9.033)	(9.988)	(7.904)	(10.874)	(11.339)
Mill Rate Support/(Contribution)		(6.818)	(8.296)	(5.256)	(9.758)	(10.523)

Additional Financial Information

Reserves		2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)						
- Permit Reserve		2.000	-	-	-	-
Capital Budget						
(In millions of \$)				2021 Adopted Budget	2022-2026 Forecast	6 Year Total
				2.047	1.119	3.166

Heritage Conservation

Description

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

Key Goals

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

Service Level Statistics

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

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

Heritage Conservation

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.122	-	-	1	-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	0.122	-	-		-	-
Salaries and benefits	0.252	0.267	0.257		0.238	0.243
Services	0.010	0.012	0.012		0.012	0.012
Materials, parts, and supplies	0.001	0.001	0.001		0.001	0.001
Assets and purchases	0.000	0.000	0.000		0.000	0.000
Grants, transfers and other	0.166	0.046	0.046		0.046	0.046
Recoveries	(0.026)	(0.029)	(0.018)		(0.008)	(0.008)
Operating Expenses	0.403	0.298	0.299		0.290	0.295
Transfer to Capital	0.043	0.174	-	2	-	-
Debt and finance charges	0.005	0.004	0.005		0.005	0.005
Total Expenses	0.451	0.476	0.303		0.295	0.301
Mill Rate Support/(Contribution)	0.329	0.476	0.303		0.295	0.301
Full-time Equivalent Positions	3	3	2		2	2

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues:

n/a

2 Expenses

Transfer to Capital	(0.174)
Miscellaneous adjustments	0.001
	<u>(0.173)</u>

Full-time Equivalent Positions

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

Additional Financial Information

Reserves	2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)					
- Heritage Investment Reserve	(0.190)	(0.183)	0.697	0.773	0.689

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

Property Asset Management

Includes:

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

Description

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

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

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

Key Goals

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

Service Level Statistics

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

NOTE: M = millions
B = billions

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	12.946	18.484	15.549		15.727	15.922
Provincial funding (service specific)	-	-	-		-	-
Revenues	12.946	18.484	15.549	1	15.727	15.922
Salaries and benefits	3.635	4.275	4.278		4.284	4.386
Services	0.511	0.838	0.830		0.830	0.830
Materials, parts, and supplies	0.011	0.013	0.013		0.013	0.013
Assets and purchases	0.028	0.023	0.023		0.023	0.023
Grants, transfers and other	8.598	8.805	8.234		8.222	8.153
Recoveries	(1.717)	(1.724)	(1.739)		(1.758)	(1.772)
Operating Expenses	11.066	12.231	11.639		11.614	11.633
Transfer to Capital	0.047	0.039	-		-	-
Debt and finance charges	0.618	0.610	0.614		0.621	0.623
Total Expenses	11.731	12.880	12.253	2	12.234	12.256
Mill Rate Support/(Contribution)	(1.215)	(5.604)	(3.296)		(3.492)	(3.666)
Full-time Equivalent Positions	41	47	46		45	45

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

Decrease in transfer to Municipal Accommodations	(0.587)
Transfer to Capital	(0.039)
Miscellaneous adjustments	(0.001)
	<u>(0.627)</u>

Full-time Equivalent Positions

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

Property Asset Management - Tax Supported

Service Detail		2019 Actual	2020 Budget	2021		2023 Projection
Sub-services (in millions of \$)				Adopted Budget	Projection	
Municipal Accommodations	Revenue	9.237	11.027	11.023	11.129	11.228
	Operating expenses	9.046	9.190	8.584	8.579	8.511
	Transfer to Capital	0.024	0.019	-	-	-
		(0.166)	(1.817)	(2.439)	(2.551)	(2.717)
Land and Property	Revenue	3.709	7.458	4.527	4.597	4.694
	Operating expenses	2.653	3.651	3.669	3.656	3.745
	Transfer to Capital	0.023	0.020	-	-	-
		(1.034)	(3.787)	(0.858)	(0.941)	(0.949)
Mill Rate Support/(Contribution)		(1.200)	(5.604)	(3.296)	(3.492)	(3.666)

Additional Financial Information

Reserves		2019 Actual	2020 Forecast	2021		2023 Projection
Balance, December 31 (in millions of \$)				Adopted Budget	Projection	
- Land Operating Reserve		28.962	19.463	19.049	35.735	41.435

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in transfer from Community Services for facilities operations and maintenance	1.889
Decrease in transfer for accommodation charges	(0.513)
	<u>1.376</u>

2 Expenses

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

Property Asset Management - Municipal Accommodations

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Municipal Accommodations	Revenue	50.626	50.553	50.035	50.366	52.047
	Operating expenses	48.506	49.258	48.955	49.335	50.995
	Transfer to Capital	1.779	1.169	1.056	1.056	1.089
		0.338	0.127	0.024	(0.025)	(0.037)
Pool Facilities	Revenue	14.552	14.352	14.690	15.032	15.334
	Operating expenses	13.154	14.446	14.710	15.011	15.303
	Transfer to Capital	0.459	-	-	-	-
		0.939	(0.094)	(0.019)	0.022	0.030
Arena Facilities	Revenue	4.575	4.751	6.245	5.069	5.175
	Operating expenses	5.682	4.765	6.249	5.068	5.171
	Transfer to Capital	0.012	-	-	-	-
		(1.119)	(0.014)	(0.004)	-	0.004
Recreation Centres	Revenue	1.417	1.403	1.441	1.481	1.512
	Operating expenses	1.791	1.414	1.443	1.481	1.512
	Transfer to Capital	0.004	-	-	-	-
		(0.379)	(0.011)	(0.002)	-	-
Community Centre Facilities	Revenue	1.073	1.349	1.373	1.397	1.422
	Operating expenses	0.850	1.356	1.371	1.395	1.420
	Transfer to Capital	0.002	-	-	-	-
		0.221	(0.008)	-	0.002	0.002
Surplus/(Deficit)		-	-	-	-	-

Additional Financial Information

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

Cemeteries

Includes:

- Brookside Cemetery
- St. Vital Cemetery
- Transcona Cemetery

Description

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

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

Key Goals

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

Service Level Statistics

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

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

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

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.816	1.780	1.817		1.855	1.894
Provincial funding (service specific)	-	-	-		-	-
Revenues	1.816	1.780	1.817	1	1.855	1.894
Salaries and benefits	1.746	1.710	1.841		1.866	1.898
Services	0.530	0.459	0.440		0.435	0.446
Materials, parts and supplies	0.178	0.129	0.132		0.133	0.133
Assets and purchases	0.003	0.007	0.007		0.007	0.004
Grants, transfers and other	0.223	0.211	0.214		0.218	0.215
Recoveries	(0.040)	(0.040)	(0.040)		(0.041)	(0.041)
Operating Expenses	2.640	2.477	2.594		2.620	2.653
Transfer to Capital	0.243	0.250	-		-	-
Debt and finance charges	0.020	0.017	0.018		0.021	0.022
Total Expenses	2.902	2.743	2.612	2	2.640	2.675
Mill Rate Support/(Contribution)	1.086	0.963	0.795		0.785	0.781
Full-time Equivalent Positions	26	24	26		26	26

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in Cemeteries revenues due to inflation	0.037
	<u>0.037</u>

2 Expenses

Increase in salaries and benefits	0.131
Transfer to Capital	(0.250)
Miscellaneous adjustments	(0.012)
	<u>(0.131)</u>

Full-time Equivalent Positions

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

Cemeteries

Additional Financial Information

Reserves	2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)					
- Perpetual Mtce-Brookside Cem	17.637	18.015	18.430	18.858	19.296
- Perpetual Mtce-St Vital Cem	1.276	1.320	1.362	1.407	1.454
- Perpetual Mtce-Transona Cem	0.900	0.942	0.977	1.012	1.048

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



Protection, Community Services and Parks / Winnipeg Police Board



Police Response

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

Police Response

Contributing Departments

Police Service 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	7.269	5.738	6.182		6.308	6.286
Provincial funding (service specific)	20.367	19.179	20.002		20.046	18.992
Revenues	27.636	24.917	26.185	1	26.354	25.277
Salaries and benefits	209.717	211.619	221.929		227.304	230.890
Services	10.723	11.781	12.060		12.213	12.069
Materials, parts, and supplies	5.164	5.062	5.474		5.040	5.159
Assets and purchases	2.030	1.474	1.871		1.956	1.597
Grants, transfers and other	10.502	8.958	3.495		3.623	4.701
Recoveries	(0.362)	(0.503)	(0.522)		(0.522)	(0.522)
Operating expenses	237.775	238.391	244.308		249.614	253.894
Transfer to Capital	2.900	1.625	2.804		5.047	-
Debt and finance charges	9.164	7.955	8.749		9.571	9.909
Total Expenses	249.839	247.971	255.861	2	264.232	263.804
Mill Rate Support/(Contribution)	222.202	223.054	229.676		237.878	238.527
Full-time Equivalent Positions	1,574	1,554	1,558		1,558	1,558

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

Increase in salaries and benefits due to increments and collective bargaining, and increase of \$4.883 million for police pension reform savings in Budget 2020 that will not be realized due to arbitration outcome	10.310
Transfer to capital	1.179
Increase in debt & finance	0.794
Increase in other expenditures due to COVID impact	0.480
Increase in expenditure management	(5.100)
Decrease in civic accommodations	(0.369)
Miscellaneous adjustments	0.596
<hr/>	
	7.890

Full-time Equivalent Positions

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

Police Response

Service Detail				2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)		2019 Actual	2020 Budget			
Police Response	Revenue	21.300	19.523	20.751	20.804	19.907
	Operating expenses	155.868	154.716	159.564	163.779	166.522
	Transfer to Capital	2.900	1.625	2.804	5.047	-
		137.468	136.818	141.617	148.022	146.616
Contract Policing	Revenue	2.921	1.711	1.749	1.791	1.808
	Operating expenses	0.774	0.454	0.365	0.371	0.378
	Transfer to Capital	-	-	-	-	-
		(2.147)	(1.257)	(1.384)	(1.421)	(1.430)
Crime Investigation	Revenue	3.299	3.566	3.566	3.638	3.444
	Operating expenses	81.203	82.785	84.565	86.316	88.074
	Transfer to Capital	-	-	-	-	-
		77.904	79.219	80.999	82.679	84.630
Police Training	Revenue	0.117	0.117	0.118	0.121	0.119
	Operating expenses	9.094	8.391	8.562	8.719	8.830
	Transfer to Capital	-	-	-	-	-
		8.977	8.274	8.444	8.598	8.711
Mill Rate Support/(Contribution)		222.202	223.054	229.676	237.878	238.527

Additional Financial Information

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

Crime Prevention

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

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

- [A] The Winnipeg Police Service (WPS) conducts the survey every second year. The 2019 WPS Survey reworded some of its survey questions and answers. The changes may have confounded the results, as compared to previous years. Caution should be used in comparing 2017 to 2019 results.
- [B] In 2019, the WPS redefined the boundaries for Centreline. The data contained within have been restated to reflect current boundaries. Consequently, these data do not match data submitted in previous Volumes for this measure.
- [C] Increase in 2019 due to a growing embracement of social media as a legitimate means of communication by the public.
- [D] This figure only includes interventions to up September, 2019 (Q3). Final quarter data are not available from Division.
- [E] Data supplied by the Public Works Department.
- [F] The total number of street lights have been dropping because of inconsistencies found in billing with Manitoba Hydro.

Crime Prevention

Contributing Departments

Police Service	74 %
Street Lighting	26 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.759	1.461	1.406		1.439	1.458
Provincial funding (service specific)	0.139	0.072	0.251		0.258	0.072
Revenues	1.897	1.533	1.657	1	1.698	1.531
Salaries and benefits	32.645	34.802	35.424		36.235	36.785
Services	12.710	13.094	13.965		14.626	15.232
Materials, parts and supplies	0.510	0.576	0.633		0.638	0.640
Assets and purchases	0.098	0.090	0.124		0.128	0.065
Grants, transfers and other	1.152	1.042	1.031		1.047	1.047
Recoveries	(0.122)	(0.114)	(0.116)		(0.118)	(0.119)
Operating expenses	46.993	49.490	51.061		52.556	53.650
Transfer to Capital	-	-	-		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	46.993	49.490	51.061	2	52.556	53.650
Mill Rate Support/(Contribution)	45.096	47.956	49.404		50.858	52.119
Full-time Equivalent Positions	299	297	294		294	294

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

Increase in Street Lighting due to inflation and growth	0.893
Increase in salaries and benefits due to increments and collective bargaining, and Federal Guns and Gangs Initiative (offset by revenue)	0.622
Miscellaneous adjustments	0.056
	<u>1.571</u>

Full-time Equivalent Positions

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

Crime Prevention

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Community Policing	Revenue	0.474	0.445	0.427	0.438	0.441
	Operating expenses	28.771	30.377	30.804	31.487	32.028
	Transfer to Capital	-	-	-	-	-
		28.297	29.932	30.376	31.049	31.587
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.149	12.409	13.302	13.954	14.571
	Transfer to Capital	-	-	-	-	-
		12.149	12.409	13.302	13.954	14.571
Crime Prevention Initiatives	Revenue	1.423	1.088	1.230	1.260	1.090
	Operating expenses	6.073	6.703	6.955	7.114	7.052
	Transfer to Capital	-	-	-	-	-
		4.650	5.615	5.725	5.854	5.962
Mill Rate Support/(Contribution)		45.096	47.956	49.404	50.858	52.119

Traffic Safety and Enforcement

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

Note: Sources for Service Level Statistics:

Winnipeg Police Service Annual Statistical Reports
Winnipeg Police Traffic Division

Photo Enforcement Safety Program Annual Report: Just Slow Down

Due to changes in Provincial Regulations, Provincial-based Offences for 2019 are unavailable at time of printing

Traffic Safety and Enforcement

Contributing Departments

Police Service 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	17.204	20.057	19.249	1	19.250	19.240
Provincial funding (service specific)	-	-	-		-	-
Revenues	17.204	20.057	19.249		19.250	19.240
Salaries and benefits	11.505	13.237	13.466		13.776	14.028
Services	5.003	5.536	5.307		5.150	5.142
Materials, parts, and supplies	0.172	0.188	0.192		0.194	0.196
Assets and purchases	0.022	0.047	0.107		0.048	0.048
Grants, transfers and other	0.386	0.403	0.404		0.406	0.406
Recoveries	(0.013)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	17.074	19.399	19.462		19.562	19.808
Transfer to Capital	-	-	-	2	-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	17.074	19.399	19.462		19.562	19.808
Mill Rate Support/(Contribution)	(0.130)	(0.658)	0.213		0.312	0.567
Full-time Equivalent Positions	86	91	91		91	91

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

Increase in salaries and benefits due to increments and collective bargaining	0.229
Decrease in non-professional services (related to decrease in photo enforcement revenue)	(0.120)
Miscellaneous adjustments	(0.046)
	<u>0.063</u>

Traffic Safety and Enforcement

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Traffic Safety-Automated	Revenue	13.684	15.800	15.400	15.400	15.400
	Operating expenses	5.526	5.889	5.675	5.542	5.554
	Transfer to Capital	-	-	-	-	-
		(8.158)	(9.911)	(9.725)	(9.858)	(9.846)
Traffic Safety-Officer	Revenue	3.520	4.257	3.849	3.850	3.840
	Operating expenses	11.548	13.510	13.787	14.021	14.254
	Transfer to Capital	-	-	-	-	-
		8.028	9.253	9.938	10.171	10.414
Traffic Safety-Division	Revenue	-	-	-	-	-
	Operating expenses	-	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		(0.130)	(0.658)	0.213	0.312	0.567

Fire and Rescue Response

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

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

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

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.728	0.611	0.661	1	0.661	0.661
Provincial funding (service specific)	3.746	4.027	4.522		4.522	4.522
Revenues	4.474	4.638	5.183		5.183	5.183
Salaries and benefits	119.935	121.143	124.248		126.540	128.888
Services	5.623	7.317	7.690		6.934	6.824
Materials, parts, and supplies	3.508	4.526	5.066		4.546	4.487
Assets and purchases	0.547	0.221	0.324		0.256	0.329
Grants, transfers and other	2.309	1.054	1.061		1.063	1.064
Recoveries	(0.102)	(0.183)	(0.305)		(0.183)	(0.183)
Operating expenses	131.820	134.078	138.083		139.157	141.408
Transfer to Capital	-	-	-	2	-	-
Debt and finance charges	1.665	2.595	3.190		4.462	5.366
Total Expenses	133.485	136.673	141.273		143.619	146.774
Mill Rate Support/(Contribution)	129.011	132.035	136.090		138.436	141.591
Full-time Equivalent Positions	867	919	920		920	920

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Reallocation of fire based paramedic grant	0.495
Miscellaneous adjustments	0.050
	<hr/> 0.545

2 Expenses

Increase in salaries and benefits	3.105
Increase in services for fire fighter paramedic licensing	0.300
Increase in materials, parts and supplies for covid related equipment	0.600
Increase in debt and finance charges	0.595
	<hr/> 4.600

Full-time Equivalent Positions

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

Fire and Rescue Response

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Fire Suppression & Life Rescue	Revenue	4.474	4.633	5.138	5.138	5.138
	Operating expenses	121.077	125.377	129.682	131.885	134.849
	Transfer to Capital	1.665	-	-	-	-
		118.268	120.743	124.544	126.747	129.710
Fire Investigation	Revenue	-	-	-	-	-
	Operating expenses	0.858	0.910	0.935	0.951	0.969
	Transfer to Capital	-	-	-	-	-
		0.858	0.910	0.935	0.951	0.968
Specialty Rescue	Revenue	-	-	-	-	-
	Operating expenses	0.097	0.127	0.128	0.129	0.129
	Transfer to Capital	-	-	-	-	-
		0.097	0.127	0.128	0.129	0.129
Fire Paramedic Response	Revenue	-	0.004	0.044	0.044	0.044
	Operating expenses	9.790	10.260	10.527	10.654	10.827
	Transfer to Capital	-	-	-	-	-
		9.790	10.256	10.483	10.610	10.783
Mill Rate Support/(Contribution)		1& .\$%	132.035	136.090	138.436	141.591

Additional Financial Information

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

Fire and Injury Prevention

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

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

[B] Data collection began in 2018.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.566	1.147	1.147	1	1.147	1.147
Provincial funding (service specific)	0.050	0.050	0.055		0.055	0.055
Revenues	0.616	1.197	1.202		1.202	1.202
Salaries and benefits	4.851	5.271	5.442		5.548	5.653
Services	0.312	0.328	0.325		0.324	0.328
Materials, parts, and supplies	0.083	0.236	0.234		0.235	0.235
Assets and purchases	0.049	0.043	0.045		0.045	0.045
Grants, transfers and other	0.296	0.303	0.305		0.305	0.306
Recoveries	(0.014)	(0.005)	(0.008)		(0.005)	(0.005)
Operating expenses	5.577	6.176	6.343		6.452	6.561
Transfer to Capital	-	-	0.008		-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	5.577	6.176	6.351	2	6.452	6.561
Mill Rate Support/(Contribution)	4.961	4.979	5.149		5.249	5.358
Full-time Equivalent Positions	43	42	42		42	42

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Miscellaneous adjustments	0.005
	<hr/>

2 Expenses

Increase in salaries and benefits	0.171
Decrease in services for capital purchase of business continuity software	(0.008)
Transfer to Capital	0.008
Miscellaneous adjustments	0.004
	<hr/>
	0.175

Fire and Injury Prevention

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
	Sub-services (in millions of \$)					
Fire & Injury Prev Education	Revenue	-	-	-	-	-
	Operating expenses	0.641	0.710	0.728	0.748	0.760
	Transfer to Capital	-	-	0.008	-	-
		0.641	0.709	0.735	0.748	0.760
Fire Inspection	Revenue	0.616	1.197	1.202	1.202	1.202
	Operating expenses	4.936	5.467	5.616	5.704	5.800
	Transfer to Capital	-	-	-	-	-
		4.320	4.270	4.413	4.501	4.598
Mill Rate Support/(Contribution)		4.961	4.979	5.149	5.249	5.358

Medical Response

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

[A] EPIC = Emergency Paramedics in the Community program

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

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	17.763	16.455	17.382	1	17.655	17.897
Provincial funding (service specific)	44.296	48.688	49.899		50.513	51.767
Revenues	62.059	65.143	67.281		68.169	69.664
Salaries and benefits	47.778	50.779	52.597		53.971	55.110
Services	8.370	6.599	5.716		5.598	5.651
Materials, parts and supplies	2.317	2.368	2.948		2.353	2.656
Assets and purchases	0.477	0.417	0.426		0.426	0.526
Grants, transfers and other	4.057	3.608	3.603		3.608	3.614
Recoveries	(3.192)	(1.131)	(0.256)		(0.131)	(0.131)
Operating expenses	509.807	62.640	65.033		65.825	67.425
Transfer to Capital	-	-	-	2	-	-
Transfer to Capital - Shared Health	1.877	1.529	0.994		0.840	0.602
Debt and finance charges	0.375	0.974	1.253		1.504	1.637
Total Expenses	62.059	65.143	67.281		68.169	69.664
Mill Rate Support/(Contribution)	-	-	-		-	-
Full-time Equivalent Positions	485	411	422		422	422

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in ambulance service revenue	0.927
Increase in Shared Health grant	1.211
	<hr/>
	2.138

2 Expenses

Increase in salaries and benefits	1.818
Increase in materials, parts and supplies for covid related equipment	0.580
Increase in debt and finance charges	0.279
Transfer to Capital - Shared Health	(0.535)
Miscellaneous adjustments	(0.004)
	<hr/>
	2.138

Full-time Equivalent Positions

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

Medical Response

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Emergency Ambulance	Revenue	48.454	52.959	54.599	55.334	56.510
	Operating expenses	46.577	51.430	53.605	54.494	55.908
	Transfer to Capital	1.877	1.529	0.994	0.840	0.602
		-	-	-	-	-
Medical Transfers	Revenue	11.221	9.172	9.571	9.670	9.940
	Operating expenses	11.221	9.172	9.571	9.670	9.940
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Community Paramedicine	Revenue	2.384	3.012	3.111	3.164	3.214
	Operating expenses	2.384	3.012	3.111	3.164	3.214
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		-	-	-	-	-

Emergency Management

Description

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

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

This service was formerly known as Disaster Preparedness and Response.

Key Goals

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

Service Level Statistics

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

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

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

[B] Data collection began in 2018.

Emergency Management

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	-	-	-	1	-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	-	-	-		-	-
Salaries and benefits	0.778	1.023	1.030		1.050	1.075
Services	0.082	0.264	0.080		0.219	0.215
Materials, parts, and supplies	0.008	0.020	0.020		0.020	0.020
Assets and purchases	0.006	0.018	0.019		0.019	0.019
Grants, transfers and other	0.093	0.095	0.095		0.095	0.095
Recoveries	(0.001)	-	-		-	-
Operating expenses	0.966	1.421	1.244		1.402	1.424
Transfer to Capital	-	-	0.142	2	-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	0.966	1.421	1.386		1.402	1.424
Mill Rate Support/(Contribution)	0.996	1.420	1.386		1.402	1.423
Full-time Equivalent Positions	7	9	9		9	9

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

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

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

Recreation

Includes:

- Arenas
- Aquatic Services
- Recreation Services
- Community Centres

Description

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

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

Key Goals

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

Service Level Statistics

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

[A] Excludes Aquatics and Leadership Development.

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

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

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

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

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service Revenue	13.591	13.108	8.450	1	13.275	13.275
Provincial funding (service specific)	0.700	0.700	0.700		0.700	0.700
Revenues	14.291	13.808	9.150		13.975	13.975
Salaries and benefits	21.710	22.648	22.740		23.077	23.506
Services	2.738	2.902	2.729		2.743	2.728
Materials, parts, and supplies	0.422	0.489	0.560		0.488	0.490
Assets and purchases	0.044	0.049	0.052		0.050	0.052
Grants, transfers and other	30.505	31.252	33.420		32.788	33.396
Recoveries	(0.784)	(0.591)	(0.609)		(0.623)	(0.637)
Operating expenses	54.635	56.748	58.892		58.524	59.535
Transfer to Capital	2.114	-	-		-	-
Debt and finance charges	0.405	0.476	0.758		1.686	2.124
Total Expenses	57.154	57.224	59.650		60.210	61.659
Mill Rate Support/(Contribution)	42.863	43.416	50.501		46.235	47.684
Full-time Equivalent Positions	280	378	376		376	376

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in Arena Ice Rental revenue	0.182
Decrease Recreation revenue in 2021 due to impacts related to the COVID-19 pandemic	(4.826)
Reduction of Leisure Guide Programming effective January 1, 2021 excluding Learn to Swim Programs	(0.014)
	<u>(4.658)</u>

2 Expenses

Increase for additional personal protective equipment and additional sanitation measures for facilities due to the COVID-19 pandemic	1.378
Increase in building services charges	0.590
Increase in debt and finance charges	0.282
Increase in Universal Funding Formula grants to community centres	0.160
Increase in salaries and benefits, net of a decrease due to reduction of Leisure Guide Programming effective January 1, 2021, excluding Learn to Swim Programs and reclassification of positions to the Community Liveability Service	0.092
Increase in facility costs due to reclassification from Community Liveability Service	0.086
Decrease in operating expenses due to reduction of Leisure Guide Programming effective January 1, 2021, excluding Learn to Swim Programs	(0.164)
Miscellaneous adjustments	0.002
	<u>2.426</u>

Full-time Equivalent Positions

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

Recreation

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Aquatic Services	Revenue	7.948	6.973	4.188	7.033	7.034
	Operating expenses	29.262	30.233	30.931	31.929	32.710
	Transfer to Capital	0.920	-	-	-	-
		22.234	23.260	26.743	24.895	25.676
Recreation Services	Revenue	3.256	3.900	2.333	3.824	3.824
	Operating expenses	10.873	11.535	11.942	12.513	12.903
	Transfer to Capital	1.180	-	-	-	-
		8.797	7.635	9.609	8.689	9.079
Arenas	Revenue	2.654	2.514	2.206	2.696	2.696
	Operating expenses	4.680	4.843	6.332	5.158	5.267
	Transfer to Capital	0.012	-	-	-	-
		2.037	2.329	4.126	2.463	2.571
Community Centres	Revenue	0.433	0.422	0.422	0.422	0.422
	Operating expenses	10.226	10.613	10.446	10.610	10.780
	Transfer to Capital	0.002	-	-	-	-
		9.795	10.191	10.024	10.188	10.358
Mill Rate Support/(Contribution)		42.863	43.416	50.501	46.235	47.684

Additional Financial Information

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

Parks and Urban Forestry

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

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

[B] Source: Urban Forestry Tree Inventory.

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

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

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

Parks and Urban Forestry

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.365	0.687	0.700		0.711	0.721
Provincial funding (service specific)	1.000	1.005	1.005		1.005	1.005
Revenue	2.365	1.692	1.705	1	1.716	1.726
Salaries and benefits	22.541	21.633	21.821		22.056	22.440
Services	14.161	10.521	11.370		11.351	11.393
Materials, parts, and supplies	3.285	2.940	2.976		3.001	3.006
Assets and purchases	0.076	0.034	0.033		0.033	0.033
Grants, transfers and other	3.952	3.523	3.618		3.651	3.670
Recoveries	(2.680)	(2.277)	(2.241)		(2.207)	(2.212)
Operating expenses	41.334	36.374	37.577		37.885	38.331
Transfer to Capital	1.180	3.157	-		0.383	-
Debt and finance charges	0.049	0.440	0.602		0.641	0.674
Total Expenses	42.563	39.971	38.180	2	38.909	39.006
Mill Rate Support/(Contribution)	40.198	38.279	36.475		37.193	37.279
Full-time Equivalent Positions	320	311	310		310	310

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Miscellaneous adjustments	0.013
	<u>0.013</u>

2 Expenses

Increase in external contracts to help restore the tree canopy damaged in the October 2019 storm event	1.000
Increase in salaries and benefits	0.188
Increase in debt and finance charges	0.162
Transfer to Capital	(3.157)
Decrease in fleet related expenditures	(0.101)
Miscellaneous adjustments	0.117
	<u>(1.791)</u>

Full-time Equivalent Positions

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

Parks and Urban Forestry

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Park Grass Maintenance	Revenue	0.023	0.021	0.021	0.021	0.021
	Operating expenses	8.204	7.962	8.004	8.046	8.148
	Transfer to Capital	-	-	-	-	-
		8.181	7.941	7.983	8.025	8.127
Park Amenity Maintenance	Revenue	0.313	0.042	0.042	0.043	0.043
	Operating expenses	3.547	3.992	4.042	4.081	4.142
	Transfer to Capital	0.349	0.732	-	-	-
		3.583	4.682	4.000	4.038	4.099
Athletic Field Maintenance	Revenue	0.313	0.424	0.435	0.443	0.452
	Operating expenses	2.774	2.858	2.872	2.890	2.922
	Transfer to Capital	0.025	-	-	-	-
		2.486	2.433	2.437	2.447	2.470
Park Pathway Maintenance	Revenue	0.001	0.001	0.001	0.001	0.001
	Operating expenses	0.290	0.290	0.292	0.295	0.299
	Transfer to Capital	0.019	-	-	-	-
		0.307	0.289	0.291	0.294	0.298
Park Planning/Development	Revenue	0.521	0.021	0.021	0.021	0.022
	Operating expenses	3.157	2.842	2.862	2.857	2.904
	Transfer to Capital	0.270	0.683	-	-	-
		2.906	3.504	2.840	2.836	2.883
Tree Planting	Revenue	0.002	0.002	0.002	0.002	0.002
	Operating expenses	1.621	1.764	2.238	2.262	2.288
	Transfer to Capital	0.094	0.050	-	0.383	-
		1.713	1.812	2.235	2.643	2.286
Tree Pruning & Removal	Revenue	0.016	0.015	0.015	0.015	0.015
	Operating expenses	7.774	4.597	5.043	5.104	5.130
	Transfer to Capital	0.080	0.190	-	-	-
		7.837	4.773	5.028	5.089	5.115
Dutch Elm Disease Control	Revenue	1.012	1.011	1.011	1.011	1.011
	Operating expenses	7.144	5.692	5.961	6.070	6.159
	Transfer to Capital	0.080	0.769	-	-	-
		6.212	5.450	4.950	5.059	5.148
Weed Control	Revenue	0.116	0.096	0.098	0.100	0.102
	Operating expenses	0.849	0.964	0.969	0.983	1.003
	Transfer to Capital	-	-	-	-	-
		0.733	0.869	0.871	0.883	0.901
Natural Areas Management	Revenue	0.028	0.042	0.042	0.042	0.042
	Operating expenses	0.937	0.964	0.977	0.991	1.006
	Transfer to Capital	-	-	-	-	-
		0.909	0.923	0.936	0.949	0.965

Parks and Urban Forestry

Service Detail		2019 Actual	2020 Budget	2021	2022 Projection	2023 Projection
Sub-services (in millions of \$)				Adopted Budget		
Playground Management	Revenue	0.004	0.004	0.004	0.004	0.004
	Operating expenses	0.642	0.881	0.886	0.898	0.909
	Transfer to Capital	0.264	0.732	-	-	-
		0.902	1.609	0.883	0.895	0.906
Winter Amenity Maintenance	Revenue	0.005	0.005	0.005	0.005	0.005
	Operating expenses	1.145	1.299	1.306	1.313	1.329
	Transfer to Capital	-	-	-	-	-
		1.140	1.294	1.302	1.308	1.324
Boulevard Maintenance	Revenue	0.009	0.008	0.008	0.008	0.008
	Operating expenses	3.298	2.709	2.728	2.735	2.765
	Transfer to Capital	-	-	-	-	-
		3.290	2.701	2.720	2.728	2.758
Mill Rate Support/(Contribution)		40.198	38.279	36.475	37.193	37.279

Additional Financial Information

Reserves		2021		
Balance, December 31 (in millions of \$)	2019 Actual	2020 Forecast	Adopted Budget	2022 Projection
- Land Dedication Reserve	8.094	9.047	9.204	9.363

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

Community Liveability

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

Description	2017	2018	2019
No. of Service Requests [A]	12,703	14,478	23,053
No. of Service Requests per By-Law Officer	652	712	1,048
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits [A]	24,715	26,469	35,727
No. of Vacant Buildings as at January 1	536	536	470
No. of Vacant Buildings Added to List During the Year	235	199	376
No. of Vacant Buildings Removed from List During the Year	235	265	253
No. of Vacant Buildings as at December 31	536	470	593
No. of Compliance Orders Issued [A]	4,955	6,848	10,736
No. of Offence Notices Served (Tickets) [A]	290	1,950	4,314
No. of Property Clean-Ups Conducted by the Public Service	540	587	987
No. of Business Types Regulated	15	15	15
No. of Business Licenses Issued	918	894	878
No. of Crisis Response/Resource Connection/Information Referrals Responded to	246	297	406
No. of Emergencies Responded/No. of Individuals Impacted	14 / 538	14 / 170	14/249
No. of Community Grants Administered [B]	20	18	17
Value of Community Grants Administered [B]	\$1,622,037	\$1,577,039	\$1,077,039
No. of New Bike Registrations [C]	510	2,451	2,858

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

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

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

Community Liveability

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.517	1.228	1.221	1	1.223	1.224
Provincial funding (service specific)	-	-	-		-	-
Revenues	1.517	1.228	1.221		1.223	1.224
Salaries and benefits	4.608	4.690	4.861		4.946	4.985
Services	1.345	0.922	1.005		1.006	1.001
Materials, parts, and supplies	0.072	0.073	0.071		0.071	0.071
Assets and purchases	0.022	0.025	0.017		0.016	0.017
Grants, transfers and other	2.100	2.175	2.081		2.086	2.084
Recoveries	(0.824)	(0.493)	(0.580)		(0.573)	(0.494)
Operating expenses	7.323	7.393	7.455		7.552	7.663
Transfer to Capital	1.767	1.155	-	2	-	-
Debt and finance charges	0.146	0.324	0.249		0.327	0.357
Total Expenses	9.236	8.872	7.703		7.879	8.020
Mill Rate Support/(Contribution)	7.719	7.644	6.482		6.656	6.796
Full-time Equivalent Positions	53	56	57		57	56

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Miscellaneous adjustments	<u>(0.007)</u>
	<u>(0.007)</u>

2 Expenses

Increase in salaries and benefits, net of reclassification of positions from the Recreation service	0.171
Transfer to Capital	(1.155)
Decrease in facility costs due to reclassification to the Recreation Service	(0.086)
Decrease in debt and finance charges	(0.075)
Miscellaneous adjustments	<u>(0.024)</u>
	<u>(1.169)</u>

Full-time Equivalent Positions

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

Community Liveability

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Vacant Building Enforcement	Revenue	0.541	0.335	0.335	0.335	0.335
	Operating expenses	0.768	0.779	0.876	0.892	0.908
	Transfer to Capital	-	-	-	-	-
		0.227	0.444	0.541	0.557	0.573
Community By-law Enforcement	Revenue	0.865	0.800	0.794	0.795	0.796
	Operating expenses	3.111	3.199	3.071	3.136	3.197
	Transfer to Capital	-	-	-	-	-
		2.246	2.399	2.277	2.341	2.400
Bicycle Recovery	Revenue	0.111	0.092	0.092	0.092	0.092
	Operating expenses	0.234	0.237	0.239	0.242	0.243
	Transfer to Capital	-	-	-	-	-
		0.124	0.145	0.147	0.150	0.150
Community Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.282	0.230	0.251	0.255	0.259
	Transfer to Capital	-	-	-	-	-
		0.282	0.230	0.251	0.255	0.259
Community Grants	Revenue	-	-	-	-	-
	Operating expenses	1.404	1.548	1.572	1.574	1.576
	Transfer to Capital	-	-	-	-	-
		1.404	1.548	1.572	1.574	1.576
Community Development	Revenue	-	-	-	-	-
	Operating expenses	1.669	1.723	1.695	1.781	1.838
	Transfer to Capital	1.767	1.155	-	-	-
		3.436	2.878	1.695	1.780	1.838
Mill Rate Support/(Contribution)		7.719	7.644	6.482	6.656	6.796

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

Libraries

Includes:

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

Description

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

Key services include programming, technology, facilities and collections.

Key Goals

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

Service Level Statistics

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

[A] 2018 restated due to error.

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

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

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

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.945	0.918	0.258	1	0.258	0.258
Provincial funding (service specific)	2.069	2.054	2.054		2.054	2.054
Revenues	3.014	2.972	2.312		2.312	2.312
Salaries and benefits	17.285	17.778	17.822		18.133	18.479
Services	1.221	1.172	1.149		1.151	1.149
Materials, parts, and supplies	0.345	0.296	0.305		0.305	0.305
Assets and purchases	3.256	3.173	2.806		2.801	2.351
Grants, transfers and other	8.844	8.643	8.881		8.953	9.267
Recoveries	(0.179)	(0.203)	(0.213)		(0.217)	(0.221)
Operating expenses	30.773	30.860	30.749		31.126	31.330
Transfer to Capital	0.530	-	-	2	-	-
Debt and finance charges	1.188	1.070	1.088		1.225	1.259
Total Expenses	32.491	31.930	31.838		32.350	32.590
Mill Rate Support/(Contribution)	29.477	28.958	29.526		30.039	30.278
Full-time Equivalent Positions	271	275	270		270	270

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

Increase in facility costs	0.238
Increase in salaries and benefits, net of a decrease to annualize service changes effective September 2020: closing all libraries on weekday evenings at 8:00 p.m.	0.044
Decrease Library Materials to partially offset the elimination of Library Fine revenue	(0.350)
Miscellaneous adjustments	(0.024)
	<u>(0.092)</u>

Full-time Equivalent Positions

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

Libraries

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Library Circulation	Revenue	1.804	1.782	1.386	1.386	1.386
	Operating expenses	18.557	19.139	18.937	19.232	19.179
	Transfer to Capital	0.180	-	-	-	-
		16.934	17.356	17.551	17.846	17.792
Library Information	Revenue	0.748	0.743	0.578	0.578	0.578
	Operating expenses	8.844	8.427	8.508	8.651	8.843
	Transfer to Capital	0.175	-	-	-	-
		8.271	7.684	7.930	8.073	8.265
Children's Library	Revenue	0.462	0.446	0.347	0.347	0.347
	Operating expenses	4.560	4.364	4.393	4.467	4.568
	Transfer to Capital	0.175	-	-	-	-
		4.272	3.918	4.045	4.120	4.221
Mill Rate Support/(Contribution)		29.477	28.958	29.526	30.039	30.278

Additional Financial Information

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

Arts, Entertainment and Culture

Includes:

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

Description

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

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

Key Goals

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

Service Level Statistics

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

[A] Source: Winnipeg Arts Council

[B] Source: Manitoba Film & Sound

[C] 2019 statistics unavailable at time of printing

Arts, Entertainment and Culture

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	-	-	-	1	-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	0.000	-	-		-	-
Salaries and benefits	0.512	0.477	0.478		0.489	0.502
Services	0.037	0.033	0.030		0.030	0.030
Materials, parts and supplies	0.005	0.005	0.005		0.005	0.005
Assets and purchases	-	-	-		-	-
Grants, transfers and other	18.293	17.908	17.289		17.703	17.993
Recoveries	(0.012)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	18.835	18.422	17.801		18.226	18.528
Transfer to Capital	-	2.600	-	2	0.125	-
Debt and finance charges	3.312	2.821	3.115		3.190	3.276
Total Expenses	22.147	23.843	20.916		21.541	21.805
Mill Rate Support/(Contribution)	22.147	23.843	20.916		21.541	21.805
Full-time Equivalent Positions	7	6	6		6	6

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

Increase in operating grant for Assiniboine Park Conservancy (2020 - \$11,327,000; 2021 - \$11,710,000)	0.383
Increase in debt and finance charges	0.294
Transfer to Capital	(2.600)
Elimination of grant to Winnipeg Art Gallery due to expiration of a five-year agreement December 31, 2020	(1.000)
Miscellaneous adjustments	<u>(0.004)</u>
	<u>(2.927)</u>

Arts, Entertainment and Culture

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	6.561	5.889	4.889	4.889	4.889
	Transfer to Capital	-	-	-	-	-
		6.561	5.889	4.889	4.889	4.889
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.409	0.415	0.411	0.419	0.428
	Transfer to Capital	-	-	-	0.125	-
		0.409	0.415	0.411	0.544	0.428
Museums	Revenue	-	-	-	-	-
	Operating expenses	0.765	0.765	0.765	0.765	0.765
	Transfer to Capital	-	-	-	-	-
		0.765	0.765	0.765	0.765	0.765
Assiniboine Park Conservancy	Revenue	0.000	-	-	-	-
	Operating expenses	14.412	14.174	14.851	15.342	15.722
	Transfer to Capital	-	2.600	-	-	-
		14.412	16.774	14.851	15.342	15.722
Mill Rate Support/(Contribution)		22.147	23.843	20.916	21.541	21.805

Additional Financial Information

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

Insect Control

Description

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

Key Goals

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

Service Level Statistics

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

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

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

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	3.254	2.107	1.707	1	0.107	0.107
Provincial funding (service specific)	2.378	2.200	2.200		2.200	2.200
Revenues	5.632	4.307	3.907		2.307	2.307
Salaries and benefits	4.595	4.483	4.488		4.555	4.633
Services	2.254	3.179	3.204		3.191	3.214
Materials, parts, and supplies	2.402	2.663	2.669		2.673	2.673
Assets and purchases	0.022	0.131	0.066		0.066	0.066
Grants, transfers and other	3.342	0.119	0.119		0.119	0.119
Recoveries	(0.866)	(0.144)	(0.144)		(0.144)	(0.144)
Operating expenses	11.749	10.431	10.402		10.459	10.561
Transfer to Capital	-	-	-	2	-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	11.749	10.431	10.402		10.459	10.561
Mill Rate Support/(Contribution)	6.117	6.124	6.495		8.153	8.255
Full-time Equivalent Positions	67	67	66		66	66

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Transfer from Insect Control Reserve	(0.400)
	<u>(0.400)</u>

2 Expenses

Increase in salaries and benefits	0.005
Decrease in fleet related expenditures	(0.015)
Miscellaneous adjustments	(0.019)
	<u>(0.029)</u>

Full-time Equivalent Positions

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

Additional Financial Information

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



Innovation and Economic Development

Innovation, Transformation and Technology

Includes:

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

Description

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

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

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

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

Key Goals

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

Service Level Statistics

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

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

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

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

Innovation, Transformation and Technology

Contributing Departments

Innovation, Transformation and Technology 100 %

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.146	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	0.146	-	-	1	-	-
Salaries and benefits	16.031	17.756	17.846		18.101	18.484
Services	2.495	2.837	2.891		3.078	3.260
Materials, parts, and supplies	3.605	3.789	3.931		3.904	3.989
Assets and purchases	0.632	0.448	0.533		0.539	0.541
Grants, transfers and other	2.693	2.168	2.074		2.175	2.279
Recoveries	(4.897)	(4.571)	(5.841)		(7.217)	(8.596)
Operating expenses	20.559	22.428	21.434		20.580	19.957
Transfer to Capital	-	1.660	-		0.395	-
Debt and finance charges	2.974	3.989	4.395		5.666	6.010
Total Expenses	23.533	28.077	25.829	2	26.641	25.968
Mill Rate Support/(Contribution)	23.387	28.077	25.829		26.641	25.968
Full-time Equivalent Positions	162	166	167		167	167

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

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

Full-time Equivalent Positions

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

Innovation, Transformation and Technology

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

Additional Financial Information

Reserves		2019 Actual	2020 Forecast	2021 Adopted Budget	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)						
- Comp, Critical Sys & Sup Res		1.293	2.467	2.922	0.905	1.707

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

Economic Development

Description

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

Service activities include:

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

Key Goals

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

Service Level Statistics

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

Economic Development

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	1.807	0.000	2.000		0.000	0.000
Provincial funding (service specific)	-	-	-		-	-
Revenues	1.807	0.000	2.000	1	0.000	0.000
Salaries and benefits	0.221	0.362	0.356		0.360	0.368
Services	0.268	0.495	0.495		0.495	0.495
Materials, parts and supplies	0.045	0.025	0.025		0.025	0.025
Assets and purchases	0.001	0.001	0.001		0.001	0.001
Grants, transfers and other	0.314	0.438	0.435		0.428	0.421
Recoveries	(0.030)	(0.036)	(0.038)		(0.039)	(0.040)
Operating expenses	0.818	1.283	1.273		1.270	1.270
Transfer to Capital	0.001	0.001	-		-	-
Debt and finance charges	0.153	0.021	0.023		0.026	0.027
Total Expenses	0.973	1.305	1.296	2	1.296	1.297
Mill Rate Support/(Contribution)	(0.834)	1.305	(0.704)		1.296	1.297
Full-time Equivalent Positions	2	3	3		3	3

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

One-time transfer from Economic Development Investment Reserve	2.000
	2.000

2 Expenses

Miscellaneous adjustments	(0.009)
	(0.009)

Additional Financial Information

Reserves Balance, December 31 (in millions of \$)	2019 Actual	2020 Forecast	2021		
			Adopted Budget	2022 Projection	2023 Projection
- Destination Marketing Reserve	11.254	4.658	1.630	0.998	1.604
- Economic Dev Invest Reserve	3.172	4.589	2.637	2.414	2.493

Winnipeg Fleet Management Agency (SOA)

Description

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

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

Key Goals

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

Service Level Statistics

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

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

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

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

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

Full-time Equivalent Positions

Decrease of 10 FTEs due to a decrease of 3 FTEs miscellaneous staffing reductions and decrease of 7 FTEs through attrition due to closure of Waverley Repair facility in 2020.

Winnipeg Fleet Management Agency (SOA)

Additional Financial Information

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

Winnipeg Parking Authority (SOA)

Includes:

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

Description

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

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

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

Key Goals

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

Service Level Statistics

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

- [A] Long term construction projects can impact the number of on-street paystations and spaces per zone on a year over year basis.
- [B] Ticket volumes are subject to fluctuations dependent on seasonal events such as street cleaning and snow fall.
- [C] Number of High Demand On-Street spaces includes on-street spaces in the vicinity of St. Boniface Hospital and Health Sciences Centre.
- [D] The average number of vehicles for hire per month represents the industry supply. It includes taxi cabs and limousines as well as personal transportation providers that offer ridesharing services. The year 2018 only has 10 months of data as the City began regulating the vehicle for hire industry in March of 2018.
- [E] The number of vehicles for hire trips includes trips provided by taxi cabs, limousines and personal transportation providers that offer ridesharing services. In 2019, taxi cabs accounted for 92% of the total vehicle for hire trips. The year 2018 only has 10 months of data as the City began regulating the vehicles for hire industry in March of 2018.
- [F] As part of the regulatory oversight of the vehicles for hire industry, the City conducts regular inspections of both taxi cabs and personal transportation providers to ensure that all vehicle-required safety equipment is functioning as intended as well as to promote safety amongst all industry participants. Taxi cab inspections accounted for 94% of total vehicle inspections in 2019.
- [G] MBEA non-parking accounted for approximately 7% of MBEA screening request processed in 2019.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

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

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

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

2 Expenses

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

Winnipeg Parking Authority (SOA)

Full-time Equivalent Positions

Increase of 1 FTE for Clerk B in Parking Enforcement.

Service Detail Sub-services (in millions of \$)		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Parking Facilities	Revenue	4.476	4.104	2.929	4.246	4.328
	Operating expenses	9.464	7.099	5.371	5.500	5.601
		(4.988)	(2.995)	(2.441)	(1.253)	(1.272)
On Street Parking Enfrcmt	Revenue	9.997	8.476	6.303	9.196	9.196
	Operating expenses	12.306	11.378	9.304	10.329	10.297
		(2.308)	(2.902)	(3.001)	(1.133)	(1.100)
On-Street Parking	Revenue	9.583	9.163	6.107	8.713	8.713
	Operating expenses	8.819	8.322	6.472	6.511	6.515
		0.764	0.841	(0.365)	2.202	2.197
Vehicles for Hire	Revenue	0.001	1.546	1.107	1.618	1.655
	Operating expenses	0.086	1.546	1.566	1.595	1.633
		(0.085)	-	(0.459)	0.023	0.022
MBEA non-parking	Revenue	0.012	0.568	0.397	0.547	0.546
	Operating expenses	0.003	0.636	0.656	0.661	0.667
		0.009	(0.068)	(0.259)	(0.114)	(0.121)
Surplus / (Deficit)		(6.608)	(5.124)	(6.524)	(0.274)	(0.274)

Additional Financial Information

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

Golf Services (SOA)

Description

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

Key Goals

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

Service Level Statistics

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

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

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

Golf Services (SOA)

Contributing Departments

Golf Services SOA 100 %

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

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in service revenue	0.163
	<u>0.163</u>

2 Expenses

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

Animal Services (SOA)

Description

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

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

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

Key Goals

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

Service Level Statistics

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

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

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

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

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

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

The mill rate support grant from the City is administered through the Community Services Department. This includes funding in the amount of \$652,273 annually for a Service Agreement with the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals and a subsidized cat spray/neutering program.

Explanation of 2021 Change from 2020

(in millions of \$)

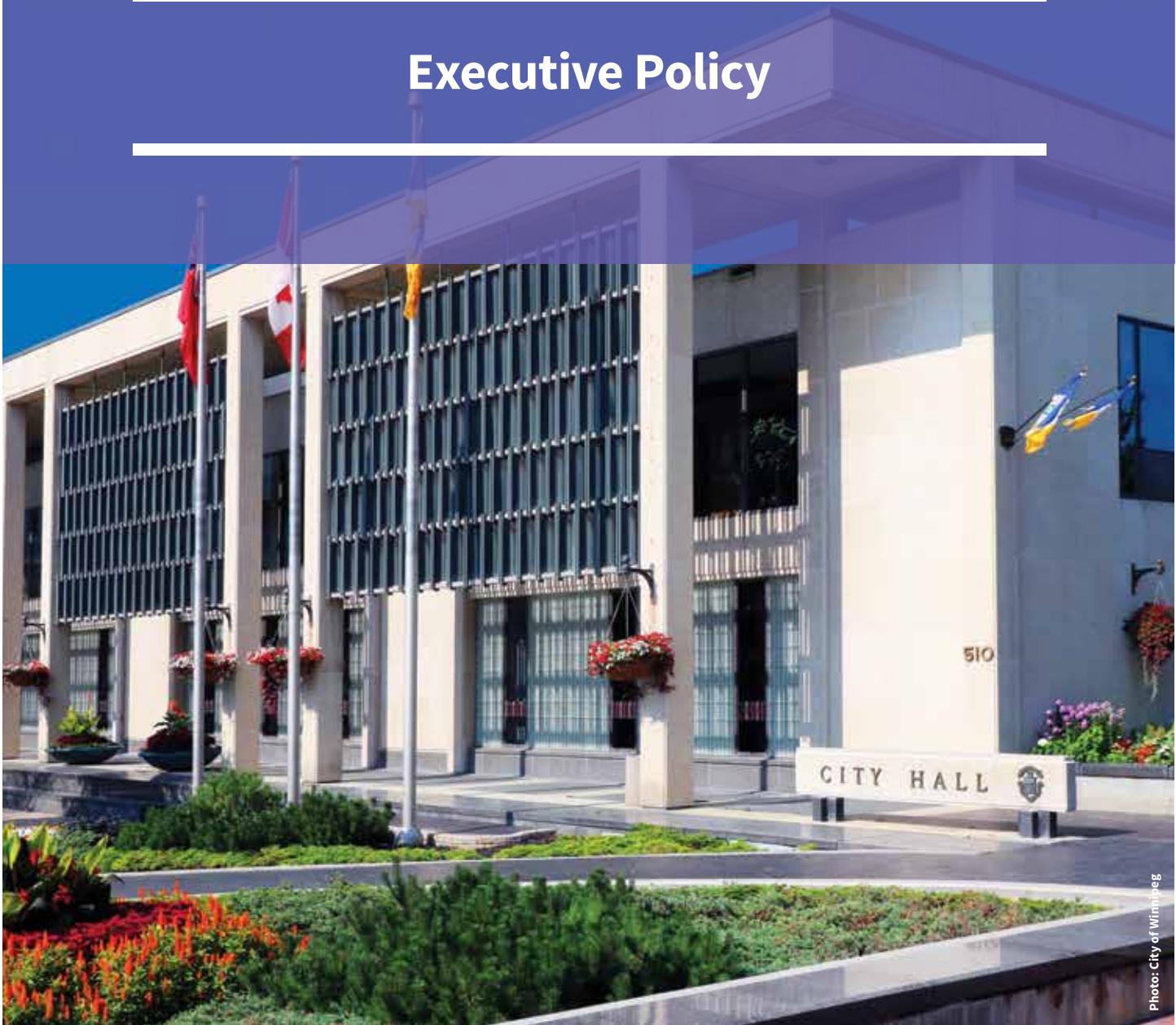
1 Revenues

Increase in transfer from general revenue fund.	0.500
Miscellaneous adjustments.	0.014
	<u>0.514</u>

2 Expenses

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

Executive Policy



Organizational Support Services

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

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

[A] 2017 to 2019 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately \$35.6 million, \$38.2 million, and \$34.2 million, respectively.

[B] 2017 and 2018 restated include capital from special operating agencies.

[C] 2018 was restated to include both internal and external translations.

[D] Fewer Public Engagement Events in 2018 due to the election.

Organizational Support Services

Indigenous Relations

Description

Enhancing the City of Winnipeg's role as a leader in reconciliation and Indigenous Relations in Winnipeg. Including but not limited to initiatives such as:

- Implementing the five Truth and Reconciliation Commission (TRC)'s Calls to Actions directed at municipalities:
 - Number 43 United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP)
 - Number 47 Doctrine of Discovery
 - Number 57 Training
 - Number 77 Archives
 - Number 75 Cemeteries
- Supporting Indigenous Youth through Oshki Annishinabe - the City of Winnipeg's Indigenous Youth Strategy
- Executing the Welcoming Winnipeg Policy and related projects
- Providing a foundation for Winnipeg's Indigenous Accord
- Responding to the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice

Key Goals

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

Service Level Statistics

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

[A] Achieved goal of providing mandatory Indigenous Awareness Training to all Public Service staff in 3 years.

[B] This number is an estimate.

Organizational Support Services

Contributing Departments

Corporate Finance	31 %
Human Resource Services	23 %
Chief Administrative Office	18 %
Legal Services	18 %
Customer Service & Communications	10 %

Operating Budget (in millions of \$)	2019 Actual *	2020 Budget	2021 Adopted Budget	Expl	2022 Projection	2023 Projection
Service revenue	0.862	0.655	0.659	1	0.659	0.659
Provincial funding (service specific)	0.118	0.070	0.080		0.080	0.080
Revenues	0.980	0.725	0.739		0.739	0.739
Salaries and benefits	22.153	23.268	24.005		24.281	24.848
Services	2.418	2.324	2.852		2.525	2.450
Materials, parts and supplies	0.344	0.295	0.320		0.320	0.320
Assets and purchases	0.128	0.147	0.151		0.144	0.144
Grants, transfers and other	4.203	3.094	2.906		2.904	2.902
Recoveries	(3.783)	(3.036)	(3.080)		(3.117)	(3.151)
Operating expenses	25.463	26.092	27.156		27.057	27.513
Transfer to Capital	-	-	-	2	-	-
Debt and finance charges	-	-	-		-	-
Total Expenses	25.463	26.092	27.156		27.057	27.513
Mill Rate Support/(Contribution)	24.483	25.367	26.417		26.318	26.774
Full-time Equivalent Positions	374	217	223		221	221

* Restated to align with 2020 Budget.

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Increase in Provincial grants	0.010
Miscellaneous adjustments	0.004
	<hr/>
	0.014

2 Expenses

Increase in salaries and benefits	0.605
Increase in consulting and professional services	0.340
Increase to conduct community consultation events regarding multi-year funding formula options for the Winnipeg Police Service	0.150
Increase in salary (\$132,000) and non-salary costs (\$35,000) to support the re-establishment of an Economic Development Office related to pandemic recovery	0.167
Increase in recoveries from Federal Safe Restart Program funding held in the General Purpose Reserve to offset increase related to pandemic recovery initiatives - see above	(0.167)
Miscellaneous adjustments	(0.031)
	<hr/>
	1.064

Organizational Support Services

Full-time Equivalent Positions

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

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Chief Administrative Offices	Revenue	0.150	-	-	-	-
	Operating expenses	2.178	1.795	1.922	1.888	1.923
	Transfer to Capital	-	-	-	-	-
		2.027	1.795	1.922	1.888	1.923
Communications	Revenue	0.087	0.070	0.080	0.080	0.080
	Operating expenses	2.249	2.601	2.776	2.556	2.626
	Transfer to Capital	-	-	-	-	-
		2.162	2.531	2.696	2.476	2.546
Financial Management	Revenue	0.177	0.180	0.184	0.184	0.184
	Operating expenses	7.199	8.217	8.265	8.394	8.585
	Transfer to Capital	-	-	-	-	-
		7.022	8.038	8.081	8.210	8.401
Human Resource Services	Revenue	-	-	-	-	-
	Operating expenses	6.236	6.026	6.123	6.190	6.288
	Transfer to Capital	-	-	-	-	-
		6.236	6.026	6.123	6.190	6.288
Indigenous Relations	Revenue	0.001	-	-	-	-
	Operating expenses	1.917	1.894	1.890	1.900	1.911
	Transfer to Capital	-	-	-	-	-
		1.916	1.894	1.890	1.900	1.911
Infrastructure Planning	Revenue	-	-	-	-	-
	Operating expenses	1.091	1.099	1.179	1.188	1.218
	Transfer to Capital	-	-	-	-	-
		1.091	1.099	1.179	1.188	1.218
Legal Services	Revenue	0.565	0.475	0.475	0.475	0.475
	Operating expenses	4.593	4.459	5.001	4.942	4.962
	Transfer to Capital	-	-	-	-	-
		4.028	3.984	4.526	4.467	4.487
Mill Rate Support/(Contribution)		24.483	25.367	26.417	26.318	26.774

Assessment, Taxation and Corporate

Includes:

- *Assessment and Taxation*
- *Corporate Accounts*

Description

To provide timely and accurate property and business valuations, tax billing and collection services.

General revenue and corporate expenses/savings that are not attributable directly to any other public or internal service, include:

- Taxation revenue and tax credits.
- Operating grants from the Province of Manitoba.
- Provincial payroll tax and offsetting support grant from the Province.
- Revenue from sale of Winnipeg Hydro/utility dividends.
- Pension contribution adjustments.
- Interest income.
- Debt and finance charges not attributable to any other City services.
- Corporate risk management.

Key Goals

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

Service Level Statistics

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

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

[B] General Reassessment in 2018

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 212 %
 Corporate Accounts (112) %

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Property Taxation	607.834	634.562	658.680		682.144	705.089
Business Taxation	56.916	57.916	57.916		57.916	57.916
Other Taxation	26.042	27.376	26.325		28.849	29.558
Provincial grants	68.345	68.347	68.345		68.345	68.345
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000
Utility Dividend	34.212	34.587	35.681		36.693	37.721
Transfers from Other City Funds	14.222	(5.298)	21.336		(11.138)	(0.387)
Other corporate revenue (primarily tax penalty interest, general government charges, and dividend from Parking Authority)	46.087	45.580	37.207		41.425	41.330
Revenues	869.658	879.070	921.490	1	920.234	955.572
Salaries and benefits	5.270	11.629	14.163		14.422	14.720
Services	3.620	4.637	4.412		4.897	4.959
Materials, parts and supplies	0.268	0.388	0.397		0.407	0.412
Assets and purchases	0.016	0.042	0.042		0.042	0.042
Grants, transfers and other	22.285	5.317	(8.286)		(16.243)	(9.001)
Recoveries	(0.433)	(0.615)	(7.406)		(0.636)	(0.646)
Operating expenses	31.027	21.398	3.322		2.888	10.485
Transfer to Capital	(1.995)	-	(1.645)		0.412	-
Debt and finance charges	1.202	4.933	6.101		6.451	6.275
Total Expenses	30.234	26.331	7.778	2	9.751	16.760
Mill Rate Support/(Contribution)	(839.423)	(852.740)	(913.712)		(910.483)	(938.812)
Full-time Equivalent Positions	116	130	130		130	130

The negative contribution from Corporate Accounts is due to \$32.1 million of efficiency savings budgeted in 2021.

Assessment, Taxation and Corporate

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

Transfer from Financial Stabilization Reserve	25.632
Increase in municipal property taxes due to tax increase of 2.33%, growth in the assessment base and reduction in tax credits	24.118
Increase in dividend from Waterworks and Sewage Disposal	1.094
Transfer from Workers Compensation Reserve	1.000
Increase in short term investment interest	0.319
Decrease in dividend from Winnipeg Parking Authority	(4.965)
Compensate for City revenue shortfall for re-introduction of property and business tax penalty waivers to be funded by Federal Safe Restart program funding. Offset by recovery from General Purpose Reserve	(3.781)
Decrease in entertainment funding tax revenue due to estimated impact of COVID-19 pandemic	(1.000)
Miscellaneous adjustments	<u>0.003</u>
	<u>42.420</u>

2 Expenses

Establish a Winnipeg COVID Economic program to assist small businesses and non-profit organizations that have suffered a revenue decline due to the pandemic - in 2021 only, funded from the Federal Safe Restart program. Offset by recovery from General Purpose Reserve	3.000
Increase in benefits primarily due to elimination of police pension savings	2.308
Increase in debt and finance charges	1.168
Increase in insurance premiums and claims	0.356
Increase in provision for cost increases	0.290
Increase in provincial payroll tax	0.261
Increase in salaries and benefits	0.226
Increase in efficiency savings from \$15,200,342 in 2020 to \$32,120,221 in 2021	(16.920)
Increase in recovery from the General Purpose Reserve related to Federal Restart	(6.781)
Funding for pandemic recovery initiatives	
Capital closure surplus in 2021 only - refer to Appendix 5A	(1.645)
Decrease in consulting services primarily due to review of the Winnipeg Police Pension Fund in 2020	(0.500)
Decrease in provision for bad debts	(0.298)
Miscellaneous adjustments	<u>(0.018)</u>
	<u>(18.553)</u>

Assessment, Taxation and Corporate

Service Detail		2019 Actual	2020 Budget	2021	2022 Projection	2023 Projection
Sub-services (in millions of \$)				Adopted Budget		
Assessment and Taxation	Revenue	716.140	745.560	764.883	794.745	818.411
	Operating expenses	21.097	20.270	16.478	20.097	20.097
	Transfer to Capital	0.530	-	-	0.412	-
		(694.513)	(725.289)	(748.405)	(774.236)	(798.314)
Corporate	Revenue	153.518	133.511	156.607	125.489	137.161
	Operating expenses	11.132	6.060	(7.054)	(10.758)	(3.337)
	Transfer to Capital	(2.525)	-	(1.645)	-	-
		(144.910)	(127.450)	(165.306)	(136.247)	(140.498)
Mill Rate Support/(Contribution)		(839.423)	(852.740)	(913.712)	(910.483)	(938.812)

Additional Financial Information

Reserves		2019 Actual	2020 Forecast	2021	2022 Projection	2023 Projection
Balance, December 31 (in millions of \$)				Adopted Budget		
- Commitment Reserve	3.913	3.865	2.418	2.630	2.544	
- Financial Stabilization Res	107.766	117.014	95.178	106.605	107.430	
- General Purpose Reserve	0.171	9.033	0.815	0.318	0.151	
- Impact Fee Reserve	30.375	-	-	-	-	
- Insurance Reserve	3.076	3.675	3.675	3.675	3.675	
- Workers Compensation Reserve	3.325	4.573	3.573	3.573	3.573	

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

Contact Centre - 311

Description

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

Key Goals

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

Service Level Statistics

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

- [A] The difference between Total Calls Received and Total Calls Answered is due to a combination of abandoned calls, as well as the use of an Interactive Voice Response (IVR) system which answers the caller's question without needing to speak to an agent.
- [B] Overall call volumes decreased but complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. More interactions are also seen in other service channels other than phone.
- [C] Increase in 2018 wait time due to issues with staffing. Decrease in wait time in 2019 due to lower turnover of Customer Service Representatives (CSRs), updated training curriculums that results CSRs taking calls earlier in the training process as well as fewer calls received.
- [D] Decrease in 2017 In Person Interactions is attributable to lack of recording the statistic.

Contact Centre - 311

Contributing Departments

Customer Service and Communications 100 %

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

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

Full-time Equivalent Positions

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

Capital Budget (in millions of \$)	2021 Adopted Budget	2022-2026 Forecast	6 Year Total
	0.100	0.207	0.307

Council Services

Includes:

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

Audit

Description

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

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

Key Goals

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

Service Level Statistics

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

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

Council Services

City Clerks

Description

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

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

Key Goals

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

Service Level Statistics

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

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

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

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

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

Council Services

Contributing Departments

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

Operating Budget (in millions of \$)	2019 Actual	2020 Budget	2021 Adopted Budget	Expl.	2022 Projection	2023 Projection
Service revenue	0.887	0.096	0.096	1	0.516	0.096
Provincial funding (service specific)	0.012	-	-		-	-
Revenues	0.899	0.096	0.096		0.516	0.096
Salaries and benefits	7.742	8.352	8.542		9.666	8.717
Services	2.583	2.985	3.002		5.128	2.989
Materials, parts, and supplies	0.203	0.174	0.174		0.256	0.174
Assets and purchases	0.084	0.017	0.058		0.118	0.018
Grants, transfers and other*	3.043	2.500	3.108		0.346	2.480
Recoveries	(0.317)	(0.100)	(0.700)		(1.336)	(0.100)
Operating expenses	13.338	13.928	14.184		14.177	14.278
Transfer to Capital	-	-	-	2	0.210	-
Debt and finance charges	0.104	0.104	0.114		0.125	0.136
Total Expenses	13.442	14.032	14.298		14.512	14.415
Mill Rate Support/(Contribution)	12.543	13.936	14.202		13.996	14.319
Full-time Equivalent Positions	92	79	81		86	79

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

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

Explanation of 2021 Change from 2020

(in millions of \$)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.190
Increase in funding for COVID-19 recovery initiatives / programs to support physical wellness, mental health and supplies / equipment to community groups - \$40,000 per ward (offset by recovery from General Purpose Reserve using Federal Safe Restart program funding)	0.600
Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives - see above	(0.600)
Miscellaneous adjustments including external audit services for Councillors Ward Allowance and Mayor's Office expenditures	0.076
	<hr/>
	0.266

Full-time Equivalent Positions

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

Council Services

Service Detail		2019 Actual	2020 Budget	2021 Adopted Budget	2022 Projection	2023 Projection
Sub-services (in millions of \$)						
Auditing	Revenue	-	-	-	-	-
	Operating expenses	1.228	1.379	1.354	1.349	1.350
	Transfer to Capital	-	-	-	-	-
		1.228	1.379	1.354	1.349	1.350
Mayor and Council	Revenue	0.011	-	-	-	-
	Operating expenses	5.796	5.958	6.038	6.089	6.142
	Transfer to Capital	-	-	-	-	-
		5.785	5.958	6.038	6.089	6.142
Archives-City Clerks	Revenue	0.002	-	-	-	-
	Operating expenses	1.251	1.462	1.464	1.486	1.516
	Transfer to Capital	-	-	-	-	-
		1.249	1.462	1.464	1.486	1.516
Elections-City Clerks	Revenue	0.008	-	-	-	-
	Operating expenses	0.785	0.753	0.753	0.696	0.710
	Transfer to Capital	-	-	-	-	-
		0.777	0.753	0.753	0.696	0.710
Citizen Access and Appeals	Revenue	0.779	0.055	0.055	0.475	0.055
	Operating expenses	0.874	0.747	0.752	0.863	0.809
	Transfer to Capital	-	-	-	-	-
		0.095	0.692	0.697	0.388	0.754
Council Support-City Clerks	Revenue	0.098	0.041	0.041	0.041	0.041
	Operating expenses	2.871	2.913	3.118	3.001	3.070
	Transfer to Capital	-	-	-	0.210	-
		2.772	2.872	3.077	3.170	3.029
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.637	0.820	0.818	0.818	0.818
	Transfer to Capital	-	-	-	-	-
		0.637	0.820	0.818	0.818	0.818
Mill Rate Support/(Contribution)		12.543	13.936	14.202	13.996	14.319

Additional Financial Information

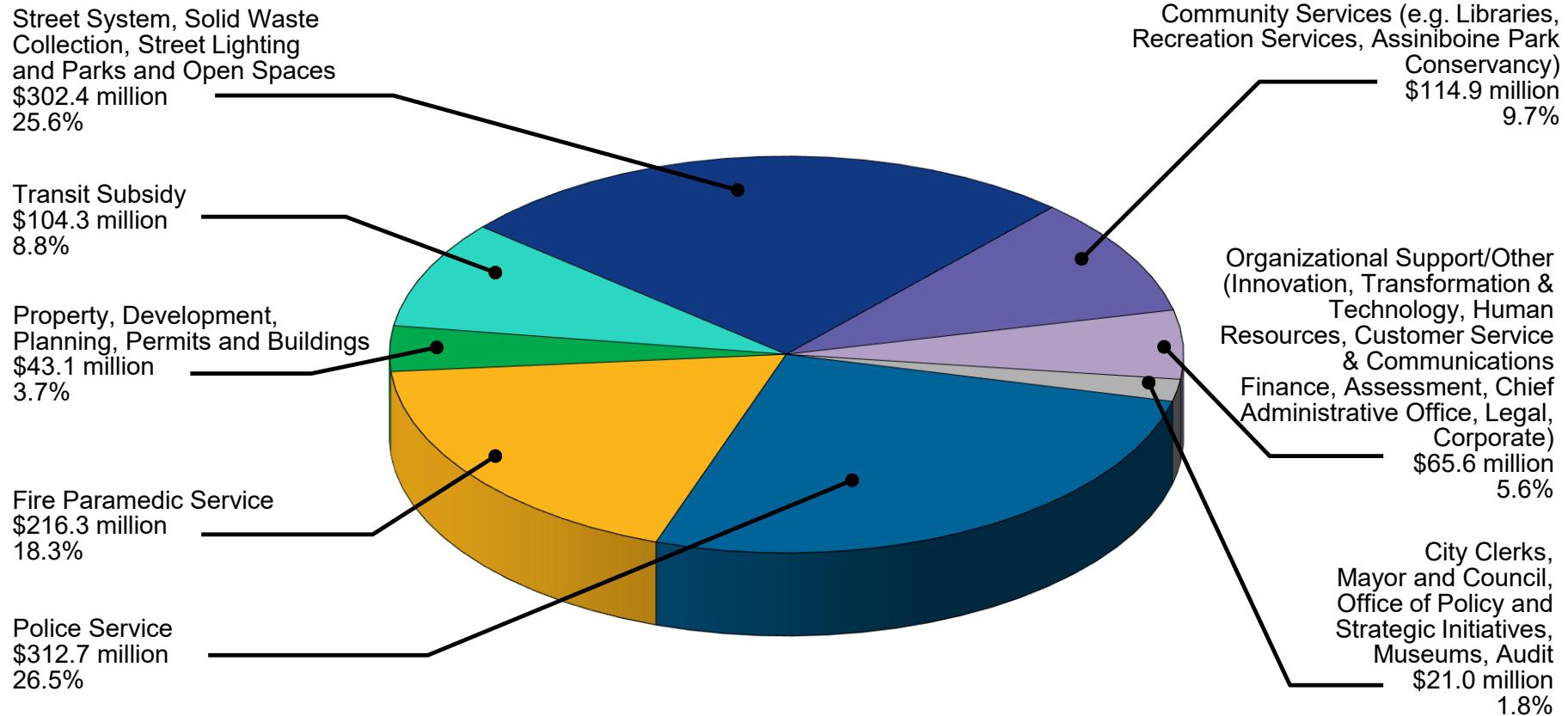
Capital Budget	2021 Adopted Budget	2022-2026 Forecast	6 Year Total
(In millions of \$)	0.100	0.510	0.610



Appendices

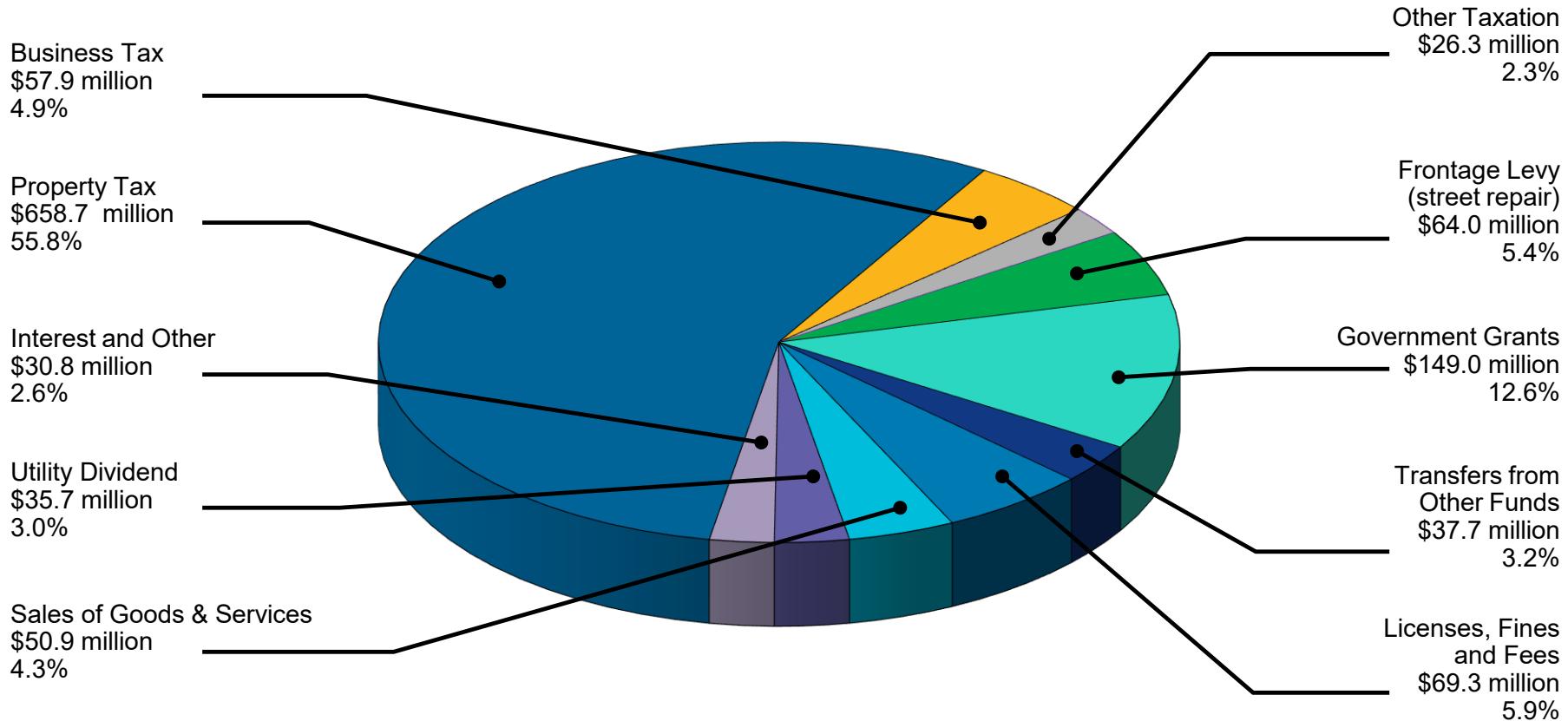
How is the money spent in the Tax Supported Operating Budget?

2021 Adopted Operating Budget - \$1,180.3 million



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

2021 Adopted Operating Budget - \$1,180.3 million



Operating Budget

Tax Supported Summary

	2020 Adopted Budget (Restated) ³	2021 Adopted Budget	Net Variance \$	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Revenue:								
Property tax	\$ 641,748,483	\$ 664,716,502	\$ 22,968,019	3.6	1	\$ 688,204,567	\$ 712,534,713	3.6
Property tax credits	(7,186,318)	(6,036,055)	1,150,263	(16.0)	1	(6,060,102)	(7,445,364)	(5.5)
Business tax	63,378,301	65,278,301	1,900,000	3.0	2	63,378,301	63,378,301	0.0
Business tax credits	(5,462,461)	(7,362,461)	(1,900,000)	34.8	2	(5,462,461)	(5,462,461)	(1.5)
Other taxation	27,375,934	26,325,183	(1,050,751)	(3.8)	3	28,849,346	29,557,937	3.4
Street renewal frontage levy	63,795,219	63,950,868	155,649	0.2	4	64,305,118	64,659,368	0.6
Government grants	146,406,021	149,127,228	2,721,207	1.9	5	149,792,936	149,807,012	1.0
Regulation fees	76,975,310	69,298,488	(7,676,822)	(10.0)	6	77,734,206	77,860,352	1.3
Sale of goods and services	54,388,605	50,867,180	(3,521,425)	(6.5)	7	56,345,252	56,935,755	1.5
Interest	7,198,482	7,517,655	319,173	4.4	8	7,320,024	7,017,387	3.7
Transfers from other funds	12,435,406	37,672,129	25,236,723	202.9	9	1,712,691	12,570,655	170.4
Utility dividends	34,586,983	35,680,697	1,093,714	3.2	10	36,692,778	37,720,937	2.5
Other	28,306,943	23,276,421	(5,030,522)	(17.8)	11	23,832,775	23,992,018	(2.6)
Total Revenue	\$ 1,143,946,908	\$ 1,180,312,136	\$ 36,365,228	3.2		\$ 1,186,645,431	\$ 1,223,126,610	2.1
Expenditures: ¹								
Departmental Operating Expenditures:								
Police Service	\$ 294,496,130	\$ 301,150,523	\$ 6,654,393	2.3	12	\$ 307,392,529	\$ 312,388,746	1.9
Public Works	151,783,775	153,188,938	1,405,163	0.9	13	154,219,616	156,409,747	0.7
Fire Paramedic Service	204,315,402	210,703,185	6,387,783	3.1	14	212,835,681	216,818,247	2.1
Community Services	106,877,631	109,857,764	2,980,133	2.8	15	110,387,713	112,003,544	1.6
Planning, Property and Development	42,395,703	42,224,712	(170,991)	(0.4)	16	41,774,756	41,702,589	(0.1)
Water and Waste	23,540,632	24,610,022	1,069,390	4.5	17	23,880,005	24,883,868	1.8
Street Lighting	12,408,965	13,302,456	893,491	7.2	18	13,954,394	14,570,623	2.8
Assessment and Taxation	18,416,150	14,600,727	(3,815,423)	(20.7)	19	18,762,757	18,938,735	(1.0)
Innovation, Transformation and Technology	22,427,575	21,433,687	(993,888)	(4.4)	20	20,579,616	19,957,424	(2.5)
City Clerks	12,820,109	12,027,157	(792,952)	(6.2)	21	11,980,665	12,036,945	(2.7)
Corporate Finance	8,217,443	8,264,896	47,453	0.6	22	8,393,659	8,585,280	0.7
Customer Service and Communications	7,121,822	7,085,406	(36,416)	(0.5)	23	6,949,496	7,112,657	(4.2)
Human Resource Services	6,026,331	6,122,946	96,615	1.6	24	6,189,730	6,287,749	1.0
Other departments	18,477,218	19,267,429	790,211	4.3	25	19,240,240	19,391,726	1.7
Sub-total Departmental	\$ 929,324,886	\$ 943,839,848	\$ 14,514,962	1.6		\$ 956,540,857	\$ 971,087,880	1.3

Operating Budget Tax Supported Summary

	2020 Adopted Budget (Restated) ³	2021 Adopted Budget	Net Variance \$	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Corporate:								
Taxes	11,747,206	12,008,428	261,222			12,248,597	12,493,569	
Insurance and damage claims	3,900,814	4,256,988	356,174			4,575,226	4,762,565	
Contribution to Transit ²	67,264,811	104,272,500	37,007,689			78,501,408	85,306,439	
Other	(12,666,654)	(27,544,428)	(14,877,774)			(32,698,122)	(25,709,632)	
Sub-total Corporate	\$ 70,246,177	\$ 92,993,488	\$ 22,747,311	32.4	26	\$ 62,627,109	\$ 76,852,941	2.9
Total Operational Expenditures	\$ 999,571,063	\$ 1,036,833,336	\$ 37,262,273	3.7		\$ 1,019,167,966	\$ 1,047,940,821	1.2
Capital related expenditures:								
Transfer to Capital	20,400,601	5,626,000	(14,774,601)			9,600,000	2,080,000	
Transfer to Regional Street Renewal Reserve	36,770,000	42,870,000	6,100,000			49,170,000	51,170,000	
Transfer to Local Street Renewal Reserve	41,270,000	47,370,000	6,100,000			53,670,000	64,670,000	
Transfer to Capital - Frontage Levy	10,000,000	10,000,000	-			10,000,000	10,000,000	
Debt and Finance Charges	35,935,244	39,258,110	3,322,866			45,037,465	47,265,789	
Capital Closure Surplus	-	(1,645,310)	(1,645,310)			-	-	
Total Capital Related Expenditures	\$ 144,375,845	\$ 143,478,800	\$ (897,045)	(0.6)		\$ 167,477,465	\$ 175,185,789	9.3
Total Expenditures	\$ 1,143,946,908	\$ 1,180,312,136	\$ 36,365,228	3.2		\$ 1,186,645,431	\$ 1,223,126,610	2.1
	\$ -	\$ -	\$ -	-		\$ -	\$ -	-
						Year over Year Variance	0.5%	3.1%

Notes:

- 1 Departmental operating expenditures are net of capital related expenditures (transfers to capital and debt and finance charges).
- 2 Refer to variance explanation #11 in Utility Operations section of this Appendix.
- 3 2020 Adopted Budget figures have been restated to move Shared Health Transfer to Capital from operating expenditures to capital related expenditures.
- 4 4-year average % is calculated as the year over year % change from 2019 budget to 2023 Projection. The same calculation applies to utilities and special operating agencies.

Operating Budget

Tax Supported Revenue - 2021 Compared to 2020

Expl. No.	Explanations	Variance
1	Property tax	\$ 24,118,282
	2021 property tax revenue reflects a mill rate of 13.161 and includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, an additional 1% property tax increase dedicated to the renewal of regional streets, sidewalks and bridges, and a 0.33% property tax increase dedicated to the second phase of the Southwest Rapid Transitway, for a total property tax increase of 2.33%.	
2	Business tax	\$ -
	2021 business tax rate has been maintained at 4.84%. The small business tax credit program will provide a full rebate in 2021 to businesses with an annual rental value of \$44,200 (\$35,700 in 2020) or less.	
3	Other taxation	
	Decrease in entertainment funding tax revenue due to estimated impact of COVID-19 pandemic.	\$ (1,000,000)
	Decrease in electricity and gas tax revenue.	(70,000)
	Net increase in other taxation revenue.	19,249
	Total	\$ (1,050,751)
4	Street renewal frontage levy	
	Increase in street renewal frontage levy revenue for frontage foot growth.	\$ 155,649
5	Government grants	
	Increase in Provincial / Shared Health funding based on costs allocated to emergency medical services program.	\$ 1,710,857
	Increase in Provincial Funding for Police Services - Guns and Gangs initiative.	1,001,754
	Net increase in other grants.	8,596
	Total	\$ 2,721,207
6	Regulation fees	
	Decrease in tax penalty revenue to compensate for City revenue shortfall for re-introduction of property and business tax penalty waivers to be funded by Federal Safe Restart program funding. Offset by recovery from General Purpose Reserve – refer to explanation #19.	\$ (3,781,000)
	Decrease in building, electrical and mechanical revenue primarily due to estimated impact of COVID-19 pandemic, net of inflationary fee increases.	(2,997,743)
	Decrease in library fines revenue due to permanent elimination of fines on overdue library materials effective January 1, 2021.	(535,000)
	Decrease in traffic enforcement initiative revenue.	(400,000)
	Net increase in other miscellaneous revenue.	36,921
	Total	\$ (7,676,822)

Appendix 1

Operating Budget Tax Supported Revenue - 2021 Compared to 2020

Expl. No.	Explanations	Variance
7	Sale of goods and services	
	Increase in ambulance revenue.	\$ 857,331
	Decrease Recreation revenue due to impacts related to COVID-19 pandemic.	(4,825,146)
	Decrease in library fees for DVD/Blu-Ray wear and tear fees due to permanent elimination of fees on overdue library materials, effective January 1, 2021.	(125,000)
	Net increase in other sales of goods and services.	571,390
	Total	\$ (3,521,425)
8	Interest	
	Increase in short-term investment revenue.	\$ 319,173
9	Transfers from other funds	
	Increases / (decreases) in transfers from other funds:	
	- Financial Stabilization Reserve.	\$ 25,632,254
	- Economic Development Investment Reserve.	2,000,000
	- Workers Compensation Reserve.	1,000,000
	- Land Operating Reserve.	(3,000,000)
	- Insect Control Reserve.	(400,000)
	- Net other transfers.	4,469
	Total	\$ 25,236,723
10	Utility dividends	
	Increase in utility dividend revenue relating to increase in water and sewer rates.	\$ 1,093,714
11	Other	
	Decrease in Winnipeg Parking Authority dividend.	\$ (4,965,189)
	Net decrease in other.	(65,333)
	Total	\$ (5,030,522)

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations	Variance
12 Police Service		
Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	\$ 6,882,084	
Increase in pension costs primarily due to arbitrator's decision.	4,275,108	
Increase in other expenditures due to COVID-19 pandemic impacts.	480,000	
Increase in office equipment maintenance primarily for IT maintenance contracts.	183,024	
Increase in other operating supplies primarily for radio battery evergreening.	151,688	
Increase in expenditure management.	(5,100,000)	
Decrease in civic accommodation charges.	(379,485)	
Net operational cost increase.	161,974	
Total operational expenditures increase net of capital related expenditures.	\$ 6,654,393	
Transfer to Capital.	1,179,000	
Debt and finance charges.	794,102	
Total	\$ 8,627,495	
13 Public Works		
Increase to forestry branch expenditures to help restore the damaged tree canopy from the October 2019 storm.	\$ 1,000,000	
Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	759,949	
Increase in civic accommodation charges.	192,423	
Increase in fuel costs including carbon tax.	115,022	
Decrease in fleet operating and capital leases.	(780,855)	
Net operational cost increase.	118,624	
Total operational expenditures increase net of capital related expenditures.	\$ 1,405,163	
Transfer to Local Street Renewal Reserve.	6,100,000	
Transfer to Regional Street Renewal Reserve.	6,100,000	
Transfer to Capital.	(7,656,000)	
Debt and finance charges.	(487,351)	
Total	\$ 5,461,812	

Appendix 1

Operating Budget Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations	Variance
14 Fire Paramedic Service		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	\$ 5,101,096
	Increase in personal protective equipment to meet provincial health guidelines related to COVID-19 pandemic.	1,200,000
	Net operational cost increase.	86,687
	Total operational expenditures increase net of capital related expenditures.	\$ 6,387,783
	Transfer to Capital.	\$ 150,000
	Shared Health Capital Contribution.	(534,601)
	Debt and finance charges.	874,777
	Total	\$ 6,877,959
15 Community Services		
	Increase in facilities costs for continued operation of Terry Sawchuk arena and increased cleaning costs related to COVID-19 pandemic.	\$ 1,888,893
	Increase in transfer to Animal Services Agency.	500,000
	Increase in grant to Assiniboine Park Conservancy.	383,000
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments, including the net decrease of FTEs (1 FTE transfer to Chief Administrative Office), and changing library hours to close at 8:00 pm on weekday evenings effective September 2020.	317,325
	Increase in civic accommodation charges.	256,371
	Increase in universal funding formula grants to community centres.	160,000
	Decrease in library materials and books primarily due to the elimination of library fine revenue, effective January 1, 2021.	(365,530)
	Net operational cost decrease.	(159,926)
	Total operational expenditures increase net of capital related expenditures.	\$ 2,980,133
	Transfer to Capital.	(3,600,000)
	Debt and finance charges.	505,361
	Total	\$ (114,506)

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations	Variance
16	Planning, Property and Development	
	Increase in affordable Housing program from Housing Rehabilitation Investment Reserve using Federal Safe Restart program funding.	\$ 2,000,000
	Increase in salaries and benefits due to four temporary FTEs for Federal Safe Restart program, and in accordance with collective agreements (primarily offset by recovery from General Purpose Reserve using Federal Safe Restart program funding).	608,987
	Increase in consultant services and computer hardware (primarily offset by recovery from General Purpose Reserve using Federal Safe Restart program funding).	128,276
	Recovery from Housing Rehabilitation Investment Reserve using Federal Safe Restart program funding	(2,000,000)
	Decrease transfer to Municipal Accommodations for vacant, common and corporate space.	(587,202)
	Recovery from General Purpose Reserve using Federal Safe Restart program funding.	(420,025)
	Net operational cost increase.	98,973
	Total operational expenditures decrease net of capital related expenditures.	\$ (170,991)
	Transfer to Capital.	(2,531,000)
	Debt and finance charges.	40,232
	Total	\$ (2,661,759)
17	Water and Waste - Garbage Collection	
	Increase in single family collection contracts.	\$ 1,047,837
	Increase in residential tipping fees.	620,000
	Deferral of multi family bin collection pilot.	(454,726)
	Net operational cost decrease.	(143,721)
	Total operational expenditures increase net of capital related expenditures.	\$ 1,069,390
18	Street Lighting	
	Net increase in costs due to estimated Manitoba Hydro rate changes, new installations and upgrades.	\$ 893,491

Appendix 1

Operating Budget Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations	Variance
19 Assessment and Taxation		
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.	\$ 234,265
	Increase in recovery from the Federal Safe Restart Program (refer to explanation # 6).	(3,781,000)
	Decrease in provision for bad debts.	(298,411)
	Net operational cost increase.	29,723
	Total operational expenditures decrease net of capital related expenditures.	\$ (3,815,423)
	Debt and finance charges.	22,672
	Total	\$ (3,792,751)
20 Innovation, Transformation & Technology		
	Increase in computer software and hardware.	\$ 264,300
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.	89,791
	Increase in recoveries due to efficiency savings as part of buy-back options for capital projects (Enterprise Content Management, Innovation Strategy Program and Key Innovation positions).	(1,250,000)
	Transfer to Computer, Critical Systems and Support Reserves.	(202,573)
	Net operational cost increase.	104,594
	Total operational expenditures decrease net of capital related expenditures.	\$ (993,888)
	Transfer to Capital.	(1,660,000)
	Debt and finance charges.	406,127
	Total	\$ (2,247,761)
21 City Clerks		
	Increase in salaries and benefits.	\$ 162,515
	Decrease in grant to Winnipeg Art Gallery (5-year commitment fulfilled in 2020).	(1,000,000)
	Net operational cost increase.	44,533
	Total operational expenditures decrease net of capital related expenditures.	\$ (792,952)
	Debt and finance charges.	10,571
	Total	\$ (782,381)
22 Corporate Finance		
	Net operational cost increase.	47,453
	Total operational expenditures increase net of capital related expenditures.	\$ 47,453

Operating Budget
Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations	Variance
23 Customer Service and Communications		
Increase to the Office of Public Engagement to conduct community consultation events regarding multi-year funding formula options for the Winnipeg Police Service (Recommendation 1.W).	\$ 150,000	
Decrease in salaries and benefits mainly due to the closure of the 311 Service Counter location at City Hall.	(207,325)	
Net operational cost increase.	20,909	
Total operational expenditures decrease net of capital related expenditures.	\$ (36,416)	
Transfer to Capital.	(122,000)	
Debt and finance charges.	10,685	
Total	\$ (147,731)	
24 Human Resource Services		
Increase in salaries and benefits due to negotiated wage increases and annual increments.	\$ 88,584	
Net operational cost increase.	8,031	
Total operational expenditures increase net of capital related expenditures.	\$ 96,615	
25 Other departments		
Increase in Council funding for COVID-19 recovery initiatives / programs (Winnipeg Wellness Grant Program) to support physical wellness, mental health and supplies / equipment to community groups - \$40,000 per ward. Offset by recovery from General Purpose Reserve funded by Federal Safe Restart program.	\$ 600,000	
Net increase in salaries and benefits, including 2 FTEs in Legal Services and 2 FTEs in the Chief Administrative Office (1 FTE transfer from Community Services and 1 FTE for the Economic Development Office).	581,860	
Increase in external counsel to support Legal Services with additional expertise on complex files.	219,597	
Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives.	(600,000)	
Net operational cost decrease.	(11,246)	
Total	\$ 790,211	

Appendix 1

Operating Budget Tax Supported Expenditures - 2021 Compared to 2020

Expl. No.	Explanations	Variance
26 Corporate		
	Increase in contribution to transit (refer to variance explanation #11 under "Utility Operations" section of this appendix for additional information on Transit).	\$ 37,007,689
	Establish a Winnipeg COVID Economic program to assist small businesses, non-profits and co-operatives that have suffered a significant revenue decline due to the pandemic - in 2021 only, funded from the Federal Safe Restart program.	3,000,000
	Offset by recovery from General Purpose Reserve funded by Federal Safe Restart program.	
	Arbitrator's decision on Corporately held Police pension savings (refer to Council approved report on November 21, 2019).	2,307,750
	Increase in insurance premiums, claims, and recoveries based on recent experience, updated property list, and insurance industry outlook.	356,174
	Increase in provision for cost increases.	289,784
	Increase in provincial payroll tax estimate.	261,222
	Increase in efficiency savings \$32,120,221 in 2021 in comparison to \$15,200,342 in 2020.	(16,919,879)
	Increase in recovery from the General Purpose Reserve related to Federal Restart Funding for pandemic recovery initiatives.	(3,000,000)
	Decrease in consulting services primarily due to review of the Winnipeg Police Pension Fund in 2020.	(500,000)
	Net operational cost decrease.	(55,429)
Total operational expenditures increase net of capital related expenditures.		\$ 22,747,311
Capital closure surplus in 2021 only.		(1,645,310)
Debt and finance charges.		1,145,690
Total		\$ 22,247,691

Operating Budget

Utilities Summary

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

Operating Budget Utilities Summary

	2020 Adopted Budget	2021 Adopted Budget	Net Variance \$	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Total								
Revenue	661,398,471	678,352,723	16,954,252	2.6		702,362,802	723,439,946	2.6
Operating Expenditures ²	531,771,189	543,196,667	11,425,478	2.1		563,217,186	576,342,602	(0.8)
Capital related and dividend expenditures:								
Debt and Finance Charges	39,577,223	41,984,528	2,407,305			43,480,550	44,822,355	
Transfer to Southwest Rapid Transit Payment Reserve	9,095,000	11,108,000	2,013,000			13,187,000	15,332,000	
Transfer to Capital	3,974,000	1,056,000	(2,918,000)			1,831,000	1,089,000	
Total Capital Related Expenditures	52,646,223	54,148,528	1,502,305	2.9		58,498,550	61,243,355	4.7
Dividend Transfer to General Revenue Fund	34,586,983	35,680,697	1,093,714			36,692,778	37,720,937	
Total Expenditures Surplus/(Deficit)	619,004,395	633,025,892	14,021,497	2.3		658,408,514	675,306,894	(0.2)
	\$ 42,394,076	\$ 45,326,831	\$ 2,932,755			\$ 43,954,288	\$ 48,133,052	

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

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

Operating Budget
Utilities - 2021 Compared to 2020

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

The Municipal Accommodations fund does not accrue retained earnings.

Appendix 1

Operating Budget Utilities - 2021 Compared to 2020

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

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

Operating Budget
Utilities - 2021 Compared to 2020

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

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

Appendix 1

Operating Budget Utilities - 2021 Compared to 2020

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

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

Operating Budget
Utilities - 2021 Compared to 2020

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

Appendix 1

Operating Budget Utilities - 2021 Compared to 2020

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

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

Operating Budget Special Operating Agencies Summary								
	2020 Adopted Budget	2021 Adopted Budget	Net Variance \$	Net Variance %	Expl. No.	2022 Projection	2023 Projection	4-year Avg. %
Fleet Management								
Revenue	\$ 50,963,279	\$ 50,229,160	\$ (734,119)	(1.4)	1	\$ 49,571,941	\$ 50,326,780	0.8
Operating Expenditures	32,620,265	32,681,941	61,676	0.2	2	32,385,888	33,174,676	1.1
Surplus/(Deficit)	18,343,014	17,547,219	(795,795)			17,186,053	17,152,104	
Parking Authority								
Revenue	23,857,547	16,843,581	(7,013,966)	(29.4)	3	24,321,264	24,439,453	1.7
Operating Expenditures	17,076,651	16,457,062	(619,589)	(3.6)	4	17,164,916	17,118,122	(6.4)
Surplus/(Deficit)	6,780,896	386,519	(6,394,377)			7,156,348	7,321,331	
Golf Services								
Revenue	3,183,537	3,346,619	163,082	5.1	5	3,436,311	3,527,611	4.0
Operating Expenditures	2,398,441	2,383,362	(15,079)	(0.6)	6	2,433,164	2,484,734	(0.6)
Surplus/(Deficit)	785,096	963,257	178,161			1,003,147	1,042,877	
Animal Services								
Revenue	3,386,586	3,901,336	514,750	15.2	7	3,916,086	3,930,836	4.6
Operating Expenditures	3,742,803	3,746,199	3,396	0.1	8	3,780,934	3,814,998	0.1
Surplus/(Deficit)	(356,217)	155,137	511,354			135,152	115,838	
Total								
Revenue	81,390,949	74,320,696	(7,070,253)	(8.7)		81,245,602	82,224,680	0.5
Operating Expenditures ¹	55,838,160	55,268,564	(569,596)	(1.0)		55,764,902	56,592,530	(1.8)
Capital related expenditures:								
Debt and Finance Charges	1,697,562	1,468,077	(229,485)			1,558,115	1,717,066	
Depreciation and Amortization	16,625,544	16,516,290	(109,254)			16,231,848	15,615,418	
Total Capital Related Expenditures	18,323,106	17,984,367	(338,739)	(1.8)		17,789,963	17,332,484	(0.9)
Dividend Transfer to General Revenue Fund	11,141,753	6,176,564	(4,965,189)			6,702,757	6,881,777	
Total Expenditures	85,303,019	79,429,495	(5,873,524)	(6.9)		80,257,622	80,806,791	(2.4)
Surplus/(Deficit)	\$ (3,912,070)	\$ (5,108,799)	\$ (1,196,729)			\$ 987,980	\$ 1,417,889	

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

Appendix 1

Operating Budget Special Operating Agencies - 2021 Compared to 2020

Expl. No.	Explanations	Variance
Fleet Management		
1 Revenue Changes:		
Increase in fuel sales.		\$ 280,019
Increase rental and other income.		162,008
Increase in services and parts revenue.		138,751
Decrease in fleet leases.		(1,314,897)
Total revenue changes.		<u>\$ (734,119)</u>
2 Expenditure Changes:		
Increase in services.		\$ 472,329
Increase in fuel costs.		274,792
Increase in parts.		72,705
Decrease in salaries and benefits.		(591,187)
Decrease in civic accommodation charges.		(106,536)
Miscellaneous adjustments.		(60,427)
Total operational expenditures increase net of capital related and dividend expenditures.		<u>\$ 61,676</u>
Debt and finance charges.		(212,744)
Depreciation and amortization.		(85,150)
Total expenditure changes.		<u>\$ (236,218)</u>
Decrease in surplus.		<u><u>\$ (497,901)</u></u>

The 2021 budgeted dividend to General Revenue Fund is \$0.09 million.

Operating Budget

Special Operating Agencies - 2021 Compared to 2020

Expl. No.	Explanations	Variance
Parking Authority		
3 Revenue Changes:		
	Increase in enforcement revenue due to efficiencies.	\$ 360,000
	Increase in parking permits revenue.	52,803
	Increase in vehicles for hire fines, offset by reduction in permits, surcharges and other vehicles for hire fees.	36,382
	Decrease in revenues due to COVID-19.	(7,021,000)
	Decrease in parking meter fees revenue due to reduction in hourly rate approved by Council on June 26, 2020.	(452,000)
	Miscellaneous adjustments.	9,849
	Total revenue changes.	<u>\$ (7,013,966)</u>
4 Expenditure Changes:		
	Increase in computer software, manufacturing of signs and other operating supplies.	\$ 525,961
	Increase in salaries and benefits.	158,000
	Decrease in parking enforcement expenses due to COVID-19.	(820,000)
	Decrease in paystation maintenance.	(299,466)
	Decrease in grants in kind and cash grants.	(219,750)
	Miscellaneous adjustments.	35,666
	Total operational expenditures decrease net of capital related and dividend expenditures.	<u>\$ (619,589)</u>
	Amortization.	(28,595)
	Dividend Transfer to General Revenue Fund.	(4,965,189)
	Total expenditure changes.	<u>\$ (5,613,373)</u>
	Increase in deficit.	<u>\$ (1,400,593)</u>

The 2021 budgeted dividend to General Revenue Fund is \$6.085 million.

Appendix 1

Operating Budget Special Operating Agencies - 2021 Compared to 2020

Expl. No.	Explanations	Variance
Golf Services		
5 Revenue Changes:		
Increase in green fee revenue.		\$ 126,491
Increase in equipment rentals.		38,426
Miscellaneous adjustments.		(1,835)
Total revenue changes.		<u>\$ 163,082</u>
6 Expenditure Changes:		
Increase in salaries and benefits.		\$ 41,715
Increase in materials, parts and supplies.		14,268
Decrease in services.		(74,346)
Miscellaneous adjustments.		3,284
Total operational expenditures decrease net of capital related expenditures.		<u>\$ (15,079)</u>
Debt and finance charges.		(16,741)
Depreciation.		6,491
Total expenditure changes.		<u>\$ (25,329)</u>
Increase in surplus.		<u>\$ 188,411</u>
Animal Services		
7 Revenue Changes:		
Increase in transfer from General Revenue Fund.		\$ 500,000
Miscellaneous adjustments.		14,750
Total revenue changes.		<u>\$ 514,750</u>
8 Expenditure Changes:		
Increase in salaries and benefits.		\$ 26,860
Decrease in capital lease.		(23,311)
Miscellaneous adjustments.		(153)
Total operational expenditures increase net of capital related expenditures.		<u>\$ 3,396</u>
Depreciation.		(2,000)
Total expenditure changes.		<u>\$ 1,396</u>
Variance.		<u>\$ 513,354</u>

Listing of Grants/Payments

Grants by Category	2020	2021	2022	2023
Operating Cash Grants and Contributions	42,391,295	42,657,525	42,363,525	42,878,755
In-kind Grants	593,209	477,209	332,209	332,209
Capital Grants	8,634,000	8,415,000	8,841,000	7,715,000
Reserve Grants	17,647,938	23,731,906	14,810,579	15,968,788
Total Grants	69,266,442	75,281,640	66,347,313	66,894,752
2020-2023 Multi-Year Budget Total Grants	69,266,442	61,479,357	64,069,826	62,925,244
Variance	-	13,802,283	2,277,487	3,969,508
Variance - Increase/(Decrease) from the Multi-Year Budget:				
Operating Cash Grants and Contributions				
Affordable Housing Strategy	2,000,000			
Assiniboine Park Conservancy	130,738	175,136	468,136	
Community Centres (increase for Universal Funding Formula in accordance with Council approved report December 12, 2019; 2.63% in 2021; 2% 2022 - 2024)	38,000	39,000	40,000	
Winnipeg Wellness Grant Program	600,000			
Winnipeg COVID-19 Economic Support Program	3,000,000			
True North - Refund of Entertainment Funding Tax ¹	(4,050,000)			
Winnipeg Football Club - Refund of Entertainment Funding Tax ¹	(558,000)			
Winnipeg Goldeyes - Refund of Entertainment Funding Tax ¹	(163,000)			
Winnipeg Goldeyes - Municipal Property Tax Rebate (lease renewal)			18,750	
Winnipeg Goldeyes - Refund of Entertainment Funding Tax (lease renewal)			135,417	
24/7 Safe Spaces Program under Other Programs - Operating Budget (As shown in the 2020-2023 multi- year budget)	(250,000)	(250,000)	(250,000)	
Ka Ni Kanichihk Inc. - 24/7 Safe Space Program (Formerly 24/7 Safe Spaces Program under Other Programs - Operating Budget)	150,000	150,000	150,000	
Spence Neighbourhood Association Inc. - 24/7 Safe Space Program (Formerly 24/7 Safe Spaces Program under Other Programs - Operating Budget)	100,000	100,000	100,000	
Capital Grants				
Bicycle Parking Partnership Grants	(10,000)			
Assiniboine Park Conservancy - Infrastructure and Sustainability	3,100,000	3,400,000	3,400,000	
Reserve Grants				
Downtown Residential Development Grant (DRDG) - 320 Colony	(3,047)	(4,087)	(5,140)	
Economic Development Grants	(84,169)	(445,510)	(65,268)	
Economic Development Winnipeg ¹	(1,500,000)	(35,000)	(35,000)	
Economic Development Winnipeg - Special Event	(1,166,530)	(27,500)	(27,500)	
Marketing Fund ¹				
Gail Parvin Hammerquist - Centre Venture	(197,971)	533,889	(99,735)	
Gail Parvin Hammerquist - City-Wide Program	333,123	175,000	175,000	

Appendix 2

Grants by Category	2020	2021	2022	2023
Reserve Grants (continued)				
Heritage Conservation Grant Program By Law 2018/63		13,677	13,677	13,677
Live Downtown - Rental Development Grant Program ²		(177,560)	(1,561,032)	(48,829)
Neighbourhood/Downtown Multiple-Family Mixed use Building Grant Program			13,914	
Rapid Housing Initiative Program ³		12,497,022		
	-	13,802,283	2,277,487	3,969,508

Summary of name changes:

Edge Gallery and Urban Art Centre (formerly Edge
Urban Art Centre)

- **-** **-** **-**

Indigenous Youth Strategy (IYS) summary of changes from the multi-year budget⁴

Inner City Work Study Program (University of
Winnipeg) (Formerly: youthunited@winnipeg
(University of Winnipeg). Name change only - no
impact on the grant amount.

OAN coordinator salaries and benefits (Internal
City of Winnipeg Projects) (Formerly Indigenous
Youth Strategy - Internal City of Winnipeg

Infrastructure training/apprenticeship program (As shown in 2020-2023 multi-year budget)	(175,000)	(175,000)	(175,000)
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Infrastructure training/apprenticeship program (Revised)	74,763	70,413	67,126
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Trades coordinator salaries and benefits (Infrastructure training apprenticeship program) (Formerly included in with Infrastructure training/apprenticeship program)	100,237	104,587	107,874
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Notes:

1. Grant budget adjusted due to the COVID-19 pandemic.
2. The decrease in the grant in 2023 has a corresponding decrease in revenue in the reserve.
3. Council approved the Rapid Housing Initiative Program on November 26, 2020.
4. These changes do not have a financial impact on the IYS program, the total budget remains at \$1.125 million per year.

Reserves - Budget Summary

(in \$000's)	<u>2021 Adopted Budget</u>					Estimated Closing Balance *	
	2020 Forecast	Revenue	Expenditures				
			Debt and Finance	Other	Total Expenses		
Stabilization Reserve							
Financial Stabilization	117,014	(18,497)	234	3,105	3,339	95,178	
Subtotal	117,014	(18,497)	234	3,105	3,339	95,178	
Capital Reserves							
Computer, Critical Systems and Support	2,467	1,273	5	813	818	2,922	
Environmental Projects	164,569	21,595	430	23,150	23,580	162,584	
Federal Gas Tax	13,692	46,435	-	53,131	53,131	6,995	
1 Impact Fee	-	-	-	-	-	-	
Landfill Rehabilitation	5,136	456	16	1,900	1,916	3,676	
Local Street Renewal	205	47,370	1,942	45,430	47,372	204	
Regional Street Renewal	225	42,870	1,332	41,538	42,870	225	
Sewer System Rehabilitation	6,908	16,048	18	16,000	16,018	6,938	
Southwest Rapid Transit Corridor	2,177	3	3	900	903	1,277	
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	10,540	11,128	20	14,720	14,740	6,928	
Transit Bus Replacement	1,229	1	1	1,200	1,201	29	
Waste Diversion	4,746	40	19	1,665	1,684	3,102	
Water Main Renewal	8,681	19,550	36	16,000	16,036	12,195	
Water Meter Renewal	4,664	7,951	18	-	18	12,597	
Subtotal	225,239	214,720	3,840	216,447	220,287	219,672	
Special Purpose Reserves							
Brookside Cemetery	18,015	786	82	289	371	18,430	
St. Vital Cemetery	1,320	67	8	16	24	1,362	
Transcona Cemetery	942	52	6	11	17	977	
2 Commitment	3,865	2,418	-	3,865	3,865	2,418	
3 Contributions in Lieu of Land Dedication	9,047	4,032	41	3,834	3,875	9,204	
Destination Marketing	4,658	5,009	2,191	5,846	8,037	1,630	
Economic Development Investment	4,589	1,861	11	3,802	3,813	2,637	
General Purpose	9,033	118	18	8,318	8,336	815	
Heritage Investment	(183)	2,621	1	1,739	1,740	697	
4 Housing Rehabilitation Investment	3,850	13,552	16	15,659	15,675	1,727	
Insect Control	2,600	4	4	1,600	1,604	1,000	
Insurance	3,675	7	7	-	7	3,675	
Land Operating	19,463	11,059	122	11,351	11,473	19,049	
Multi-Family Dwelling Tax Investment	597	3,510	4	2,889	2,893	1,214	
Permit	-	-	-	-	-	-	
Workers Compensation	4,573	1,468	9	2,459	2,468	3,573	
Subtotal	86,044	46,564	2,520	61,678	64,198	68,408	
Total	428,297	242,787	6,594	281,230	287,824	383,258	

* Estimated closing balance may not result in the 2020 Forecast plus revenue less expenditures due to rounding.

Notes:

- 1 On July 8, 2020, Manitoba Court of Queen's Bench ruled that while the City has the power or authority to impose an impact fee generally, the by-law and resolution regarding the impact fees "imposes a constitutionally invalid indirect tax" and ordered the City to refund the fees paid together with any interest earned on the funds. As at December 31, 2020, all payments have been made in accordance with the Court Order, the refund process is complete, and the balance in the Impact Fee Reserve is \$nil.
- 2 The 2021 Commitment Reserve expenditure budget reflects the unexpended portion of the 2019 approved transfers to 2020 at the time of budget submission. Subsequently to budget submission, the Chief Financial Officer has approved \$7.033 million of expenditures from the 2021 Commitment Reserve for which the detail was provided to SPC on Finance on February 16, 2021 as information.
- 3 On November 20, 2020 Council directed that \$7 million from the 3-year Recreation and Library Facility Investment Strategy be allocated to the Land Dedication Reserve.
- 4 On November 26, 2020, Council approved federal funding for the Rapid Housing Initiative (RHI) of \$12.497 million and on December 16, 2020, \$2 million for affordable housing strategy.

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

Transfers from Other Funds	2020 Adopted Budget	2021 Adopted Budget	Variance	2022 Projection	2023 Projection
Financial Stabilization Reserve	\$ (5,380,067)	\$ 20,252,187	\$ 25,632,254	\$ (11,223,572)	\$ (474,296)
Insect Control Reserve	2,000,000	1,600,000	(400,000)	-	- 1
Workers Compensation Reserve	-	1,000,000	1,000,000	-	- 1
Economic Development Investment Reserve	-	2,000,000	2,000,000	-	- 1
Perpetual Maintenance Reserve	311,351	318,709	7,358	326,667	334,816
Housing Rehabilitation Investment Reserve	162,000	162,000	-	162,000	162,000
Land Operating Reserve	4,235,000	1,235,000	(3,000,000)	1,235,000	1,235,000 1, 2
Destination Marketing Reserve	82,416	83,470	1,054	85,289	86,953
Municipal Accommodations	11,024,706	11,020,763	(3,943)	11,127,307	11,226,182
Total	\$ 12,435,406	\$ 37,672,129	\$ 25,236,723	\$ 1,712,691	\$ 12,570,655

Transit Reserve transfers to Transit Fund 442:

Transit Bus Replacement Reserve	-	\$ 1,200,000	-	-	-
Southwest Rapid Transit Corridor Reserve	-	900,000	-	-	-

Notes:

1. One-time transfers from reserves: 5,000,000 4,600,000
2. \$1,235,000 is assumed to be an on-going transfer from the Land Operating Reserve.

Appendix 4B

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

Transfers to Other Funds	2020 Adopted Budget	2021 Adopted Budget	Variance	2022 Projection	2023 Projection
General Capital Fund - Transfer to Capital	\$ 18,872,000	\$ 2,986,690	\$ (15,885,310)	\$ 8,760,000	\$ 1,478,000
General Capital Fund - Frontage Levies	10,000,000	10,000,000	-	10,000,000	10,000,000
General Capital Fund - Shared Health	1,528,601	994,000	(534,601)	840,000	602,000
Local Street Renewal Reserve	41,270,000	47,370,000	6,100,000	53,670,000	64,670,000
Regional Street Renewal Reserve	36,770,000	42,870,000	6,100,000	49,170,000	51,170,000
Transit Subsidy	67,264,811	104,272,500	37,007,689	78,501,408	85,306,439
Golf Services	729,777	729,777	-	729,777	729,777
Animal Services	771,219	1,271,219	500,000	1,271,219	1,271,219
Perpetual Maintenance Reserves	163,461	166,731	3,270	170,066	173,468
Computer, Critical Systems and Support Reserve	1,459,654	1,257,081	(202,573)	1,357,730	1,465,453
General Purpose Reserve	100,000	100,000	-	100,000	-
Housing Rehabilitation Investment Reserve	1,000,000	1,000,000	-	1,000,000	1,000,000
Municipal Accommodations	67,656,497	69,075,075	1,418,578	68,620,361	70,483,340
Waterworks System	80,143	80,960	817	82,364	83,625
Total	\$ 247,666,163	\$ 282,174,033	\$ 34,507,870	\$ 274,272,925	\$ 288,433,321

Cash to Capital Surpluses - 2020 Capital Review Tax Supported Summary

	2020
Total for tax supported departments	
Balance prior to cash to capital surpluses from 2020 capital review	\$ 23,795
Cash to capital surpluses from 2020 capital review (see detailed list on the following pages)	1,645,310
Total Cash to Capital Surpluses after 2020 Capital Review	\$ 1,669,105
Use of Cash to Capital Surpluses	
Amount to be utilized to reduce transfer to General Capital Fund in the 2021 tax supported operating budget	1,645,310
Amount retained in Corporate non-specified capital account (see note below)	23,795
Total	\$ 1,669,105

Note: Amount retained in Corporate non-specified capital account may be reallocated to capital authorization(s) as required, with approval of the Chief Financial Officer, subject to the reallocation being the lesser of \$100,000 or 25% of the base capital budget.

Appendix 5A

Cash to Capital - 2020 Capital Review List of Project Net Surpluses Closed Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Protected Bike Lanes - McDermot Avenue/Bannatyne Avenue (Phase 2)	2017	\$ 291,543
Plessis Road Twinning and Grade Separation at CN Rail	2012	1,404,562
Waverley Street at CN Mainline (Rivers) Grade Separation	2013	700,000
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2019	101,228
2017 SMIR-Rut Resistant Modified Type 1A Mix Design	2017	10,000
BMF (Building Manitoba Fund) cash to capital investment for closed projects		(195,111)
Total Public Works		2,312,222
Municipal Accommodations		
City-Wide Accessibility Program	2017	50
Elmwood-Kildonan Spray Pad	2014	100,000
MWIA (Manitoba Winnipeg Infrastructure Agreement) cash to capital investment for closed projects *		(2,376,608)
Total Municipal Accommodations		(2,276,558)
Community Services		
Recreation Refurbishment and Redevelopment - East End Cultural and Leisure Centre	2017	659
Total Community Services		659
Planning, Property and Development		
Developer Payback	2019	178
Tache Promenade	2017	260,000
Total Planning, Property and Development		260,178
Fire Paramedic Service		
Station Capital Maintenance	2017	306,447
Total Fire Paramedic Service		306,447
Transit		
Fare Collection System 2009	2009	575,311
Total Transit		575,311

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

Cash to Capital - 2020 Capital Review

List of Project Net Surpluses Closed

Tax Supported Departments

Project Name	Project Year	Net Surplus
Assessment and Taxation (Local Improvements)		
WasteWater Sewer from approximately the west line of 453 Grassie Boulevard to the east line of 520 Grassie Boulevard	2017	37,691
Watermain -from approximately the west line of 453 Grassie Boulevard to the east line of 520 Grassie Boulevard	2017	45,478
14ft wide (5inches thick) on the lane in the block bounded by Somerville Ave, Somerset Ave, Riverside Drive and Point Road	2015	23,300
14ft wide(5inches thick) on the east-west lane in the block bounded by Calrossie Boulevard, Byng Place, Riverside Drive and Pembina Highway	2015	28,000
14ft wide(5inc thick) on the lane in the block bounded by Havelock Avenue, Portland Avenue, St. Andrew Road and St. George Road	2015	17,200
16 feet wide (5 inches thick) on the first east-west lane south of Rue Dumoulin, east of Rue Langevin, and west of Rue St. Jean Baptiste, from Rue St. Jean Baptiste to a point approximately 500 feet west of the west line of Rue St. Jean Baptiste	2017	3,233
16 feet wide (5 inches thick) on the lane in the block bounded by Kirkdale Street, Highfield Street, Monck Avenue and Claremont Avenue	2017	21,800
16 feet wide (5 inches thick) on the lane in the block bounded by Highfield Street, Coniston Street, Lawndale Avenue and Birchdale Avenue	2017	19,800
16 feet wide (5 inches thick) on the lane in the block bounded by Kirkdale Street, Highfield Street, Ferndale Avenue and Lawndale Avenue	2017	21,900
Asphaltic Concrete Lane Pavement 14' x 5" & 16' x 5" on the east-west lane outlet to Lloyd Street north of Lyndale drive and on the first north-south lane east of Gauvin Street from Coniston Street to Lyndale Drive	2017	31,500
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston Street, Lyndale Drive, Crawford Avenue and Tache Avenue	2017	24,800
Asphaltic Concrete Lane Pavement 16' x 5" -on the north-south lane in the block bounded by Highfield Street, Coniston Street, Ferndale Avenue and Lawndale Avenue	2017	19,800
Asphaltic Concrete Lane Pavement 16' x 5" - on all lanes in the block by Notre Dame Avenue, Dumoulin Street, Archibald Street and La Fleche Street	2017	23,300
Asphaltic Concrete Lane Pavement 16' x 5" on the east-west lane bounded by Bronstone Boulevard,West Fernwood Ave. and St. Mary's Road including north-south outlet lane to Bronstone Blvd; and	2018	37,500
Asphaltic Concrete Lane Pavement 16' x 5" on the east-west lane in the block bounded by Dumoulin Street, Provencher Boulevard, LaFleche Street and Nadeau Street	2018	4,211
Asphaltic Concrete Lane Pavement 16' x 5" on the lane in the block bounded by Highfield Street, Coniston Street, Chandos Avenue, and Crawford Avenue.	2018	13,748

Appendix 5A

Cash to Capital - 2020 Capital Review List of Project Net Surpluses Closed Tax Supported Departments

Project Name	Project Year	Net Surplus
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston St., Lyndale Drive, Claremont Avenue and Ferndale Avenue	2018	11,542
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston Street, Lyndale Drive, Monck Avenue and Claremont Avenue	2018	4,589
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Walmer Street, Kirkdale Street, Lawndale Avenue and Birchdale Avenue	2018	16,339
Approximately 14 feet wide (5 inches thick) on the first lane east of Kildonan Drive, from Greene Avenue to Linden Avenue	2018	10,206
Asphaltic Concrete Lane Pavement 16' x 5" on the lane in the block bounded by Highfield Street, Coniston Street, Claremont Avenue, and Ferndale Avenue	2019	19,500
Asphaltic Concrete Lane Pavement 16' x 5" on all lanes in the block bounded by Coniston Street, Lyndale Drive Ferndale Avenue, and Lawndale Avenue	2019	25,614
Asphaltic Concrete Lane Pavement 14' x 5" on the first north-south outlet lane west of St. Mary's Road bounded by Maralbo Avenue West, Parkville Drive, St. Mary's Road and Dunkirk Drive	2019	6,000
Total Assessment and Taxation (Local Improvements)		467,051
Net cash to capital surpluses from 2020 capital review - tax supported departments		\$ 1,645,310

Manitoba Winnipeg Infrastructure Agreement (MWIA) Funding Shortfall

	Provincial Commitment	Payments Received	Redirected Commitments ²	Shortfall
Manitoba Winnipeg Infrastructure Agreement (MWIA):				
\$75.2 million Commitment (2012/2013 commitment) ¹	\$ 57,740,000	\$ 56,069,214	\$ -	\$ 1,670,786
\$34.9 million Commitment (2014 commitment)	34,900,000	34,707,820	-	192,180
\$34.267 million Commitments (2015 commitment)	34,266,700	26,722,342	-	7,544,358
\$22.0 million Winnipeg Roads (2016 MWIA commitment)	22,000,000	19,189,654	-	2,810,346
2016 Recreation and Leisure (\$11.216 million MWIA)	11,216,000	5,733,670	-	5,482,330
2017 Recreation and Leisure (\$12.266 million MWIA)	12,266,000	4,457,202	-	7,808,798
\$22.0 million Winnipeg Roads (2017 MWIA commitment)	22,000,000	17,370,282	-	4,629,718
\$4.615 million Manitoba Winnipeg Infrastructure Fund (MWIF) Reallocation (2015 commitment)	4,615,600	621,238	3,991,625	2,737
SUBTOTAL - Manitoba Winnipeg Infrastructure Agreement	199,004,300	164,871,423	3,991,625	30,141,252
MWIA Program adjustments prior to 2019 Capital Closure Process				(751,925)
2019 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(1,561,309)
Project closed with budget spent - Provincial shortfall replaced with Cash to Capital - surplus from other closed projects				(1,944,736)
2020 Capital Closures Process				
Project completed with unspent budget - unspent budget cancelled				(10,066,412)
Project closed with budget spent - Provincial shortfall replaced with Cash to Capital - surplus from other closed projects				(2,376,608)
Total Remaining MWIA Funding Shortfall				\$ 13,440,262

(1) \$17.460 million of this commitment was subsequently allocated to Public Transit Infrastructure Fund (PTIF) Transit Projects.

(2) Redirected commitments for the \$4.615 million MWIF Reallocation includes \$3.900 million for St. James Civic Centre project subsequently received from the Province of Manitoba.

2021 – 2026 Capital Budget

The City faces a significant infrastructure deficit to address infrastructure needs relating to the major service areas across the organization. Based on the published 2018 State of the Infrastructure Report, there is a shortfall of approximately \$6.9 billion in unfunded infrastructure needs over a 10-year period (2018 to 2027).

Strategies the City is using to assist in addressing this issue, include the use of dedicated property taxes for local streets and regional roads and bridges (1% each) and applying for Federal and Provincial funding opportunities. As well, the City has committed to comprehensive asset management as a key initiative to help address challenges associated with new and existing infrastructure. Several near- and long-term strategies to address the deficit have been outlined in the 2018 City Asset Management Plan, which will set the stage to routinely monitor and improve asset performance and organizational sustainability. Both of these documents are approved by Council as information.

The asset management program helps the City to effectively invest limited resources into long-term capital plans by balancing risk, cost and the delivery of high-quality services to residents. The program is meant to align investments with infrastructure priorities to deliver established levels of service in a fiscally responsible manner. In short, it allows the City to make the right investment, at the right time, the right way.

In January 2015, Council approved the City's Asset Management Policy, making asset management a core business function. This policy guides the integration of asset management best practices across the City, in support of delivering services and facilitating decision-making related to the construction, acquisition, operation, maintenance, renewal, replacement, and disposition of assets in the most cost-effective manner. See the Community Trends Volume 1 for 2021 Budget for a summary of the policies and plans which have been developed for the City.

To support the 2021 Capital Budget and 2022 to 2026 Five Year Forecast (2021 Capital Budget), Departments use an asset management prioritization tool to help prioritize investment needs. Any projects valued at \$5 million or greater which do not receive funding, or are partially funded, are prioritized on the City's Infrastructure Plan. Authorizations included in the 6-Year capital budget are estimated based on the classification process determined using AACE International Recommended Practices. This classification process allows each department to assign a class estimate for the project. Each class estimate level represents the degree to which a project has been defined as well as the accuracy range of the estimate. A Class 3 estimate will form the basis for budget authorization and set the initial control estimate against which project deliverables will be measured.

There are no new Major capital projects included in the 6-Year Capital Budget.

Changes from Forecast

The 2021 Capital Budget has been prepared in accordance with the Multi-year Budget Policy (Policy) approved by Council on March 20, 2020. The Policy directs the City of Winnipeg (City) to adopt annual budgets on the basis of capital budget forecasts previously approved, with adjustments to the forecasts for legislative changes, new council direction or cost or revenue driver changes.

Appendix 6

The table below shows the multi-year Capital Budget for the period 2021–2025. This period is comprised of \$1,856.607 million in total capital investment over the next five years. \$1,786.777 million of this spending has been approved through previous Council decisions.

Changes from the 2021 – 2025 Capital Forecast

In thousands of \$	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast*	363,397	365,689	329,692	337,182	390,817	1,786,777
2021 Adopted Budget	386,429	391,296	359,563	333,702	385,617	1,856,607
Increase (Decrease) from Forecast	23,032	25,607	29,871	(3,480)	(5,200)	69,830

The following breakdowns the variances by fund.

Tax Supported, Municipal Accommodations and Transit

In thousands of \$	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast*	236,212	251,612	222,000	201,147	212,151	1,123,122
2021 Adopted Budget	251,819	274,403	243,080	207,032	218,179	1,194,513
Increase from Forecast	15,607	22,791	21,080	5,885	6,028	71,391

Water and Waste

In thousands of \$	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast*	109,710	97,440	91,115	119,350	162,070	579,685
2021 Adopted Budget	116,250	99,930	99,795	109,535	150,805	576,315
Increase (Decrease) from Forecast	6,540	2,490	8,680	(9,815)	(11,265)	(3,370)

Special Operating Agencies

In thousands of \$	2021	2022	2023	2024	2025	5-Year Total
Council Approved Forecast*	17,475	16,637	16,577	16,685	16,596	83,970
2021 Adopted Budget	18,360	16,963	16,688	17,135	16,633	85,779
Increase from Forecast	885	326	111	450	37	1,809

*Approved by Council for 2020 budget process on March 20, 2020.

6-Year Capital Budget

Council is required by Legislation to prepare a 6-year balanced Capital Program. With the inclusion of the 2026 forecast the Preliminary 6-Year Capital Budget for Council approval is \$2.278 billion.

The 2021 Capital Budget supports infrastructure and investments such as purchasing or constructing buildings, roads, parks and recreation areas, equipment, vehicles and land. The 2021 Capital Budget and five-year forecast balances infrastructure investment required to keep existing City assets in good repair while supporting ongoing growth needs. Capital investment decisions consider the collective benefit for residents, the risks associated with project deferral, and service affordability.

2021 Adopted Capital Budget and 2022 to 2026 Forecast

In thousands of \$	2021	2022	2023	2024	2025	2026	6-Year Total
Adopted Capital Budget and 5-Year Forecast	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749

The majority of funding in 2026 is the continuation of programming included in the 2021 – 2025 forecast approved in the 2020 budget process. Some of the significant changes that the City will be undertaking are:

- Increase to the regional and local street renewal reserve funding of \$14.4 million allocated to road, bridges and waterways.
- Lagimodiere Twin Overpasses Rehabilitation – Funding of \$20.0 million has been allocated to this project in 2026.
- Traffic Signals Bases and Underground Renewal – New project in Public Works for \$1.5 million.
- 2 projects in Winnipeg Police Service:
 - 911 Renewal
 - Pistol Replacement
- 2 new projects in Community Services and an increase in Assiniboine Park Conservancy funding:
 - South Winnipeg Recreation Campus: Library Site Development - \$1.5 million
 - Feasibility study for a Southeast Winnipeg New Community Centre and Library \$382,000
- Continued funding toward the Water Meter Renewals, Water Main Renewals and Sewer Renewals programs and the Southwest Interceptor in 2026.

The following is the Capital Project Summary – Service Based View which shows the 2021 Capital Budget by service and a listing of each project within the service.

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

Appendix 6

SERVICE BASED VIEW <i>(in Thousands of \$)</i>	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
<u>INFRASTRUCTURE RENEWAL AND PUBLIC WORKS</u>								
Roadway Construction and Maintenance	160,608	175,519	158,950	153,447	168,791	173,884	991,199	
Transportation Planning and Traffic Management	2,748	1,815	1,523	1,721	1,479	3,212	12,498	
Roadway Snow Removal and Ice Control				478			478	
Public Transit	23,712	28,712	28,283	29,218	27,544	27,991	165,460	
City Beautification		326	128	237	302	227	1,220	
Total Infrastructure Renewal and Public Works	187,068	206,372	188,884	185,101	198,116	205,314	1,170,855	
<u>WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT</u>								
Water	33,020	27,510	35,265	27,365	44,315	51,870	219,345	
Wastewater	76,270	60,270	56,680	73,535	99,990	97,300	464,045	
Land Drainage and Flood Control	4,510	7,250	4,500	6,785	5,100	6,100	34,245	
Solid Waste Disposal	2,550	4,900	2,900	1,850	1,400	3,900	17,500	
Recycling and Waste Diversion			450				450	
Total Water and Waste, Riverbank Management and the Environment	116,350	99,930	99,795	109,535	150,805	159,170	735,585	
<u>PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT</u>								
Development Approvals, Building Permits and Inspections	2,047	1,019		100			3,166	
Heritage Conservation		100					100	
Property Asset Management - Municipal Accommodations	3,936	931	1,333	2,660	943	2,236	12,039	
Cemeteries	936	150				100	1,186	
Total Property and Development, Heritage and Downtown Development	6,919	2,200	1,333	2,760	943	2,336	16,491	
<u>PROTECTION, COMMUNITY SERVICES AND PARKS / WINNIPEG POLICE BOARD</u>								
Police Response	4,990	5,047	3,034	2,655	2,098	8,027	25,851	
Fire and Rescue Response	2,404	17,283	11,709	1,482	829	8,555	42,262	
Emergency Management	150						150	
Recreation	25,635	19,125	19,060	1,874	2,485	2,295	70,474	
Parks and Urban Forestry	12,715	8,373	11,124	3,572	4,688	10,272	50,744	
Community Liveability	1,000	1,000					2,000	
Libraries	1,238	2,875	325	850	350	2,250	7,888	
Arts, Entertainment and Culture	5,225	5,525	5,525	5,400	5,400	5,400	32,475	
Total Protection, Community Services and Parks / Winnipeg Police Board	53,357	59,228	50,777	15,833	15,850	36,799	231,844	
<u>INNOVATION AND ECONOMIC DEVELOPMENT</u>								
Innovation, Transformation and Technology	3,938	6,181	1,886	3,088	2,858	1,270	19,221	
Fleet Management Agency (SOA)	18,237	16,793	16,552	16,876	16,447	16,447	101,352	
Parking Authority (SOA)	123	170	136	259	186	149	1,023	
Total Innovation and Economic Development	22,298	23,144	18,574	20,223	19,491	17,866	121,596	
<u>EXECUTIVE POLICY</u>								
Assessment, Taxation and Corporate	237	312		250	312	350	1,461	
Contact Centre - 311	100		100			107	307	
Council Services	100	110	100		100	200	610	
Total Executive Policy	437	422	200	250	412	657	2,378	
TOTAL CAPITAL PROGRAM	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749	

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL						6 YEAR TOTAL		
	BUDGET 2021	FORECAST							
		2022	2023	2024	2025	2026			
CAPITAL PROJECTS LISTING									
INFRASTRUCTURE RENEWAL AND PUBLIC WORKS									
Roadway Construction and Maintenance									
<i>Public Works</i>									
Pedestrian and Cycling Program *	1,927	1,950	1,890	1,651	1,683	2,321	11,422		
Developer Payback - Various Locations	550						550		
Inner-Ring Road - Functional Design				375	375		750		
Regional and Local Street Renewal - Council authorized first charges of up to \$84.5 million on all 2021 accelerated regional streets, up to \$0.500 million for Portage Av EB - St. Charles St to David St, up to \$1.000 million for University Ct - Pembina Hwy to Chancellor Matheson Dr, up to \$7.0 million for all Local Street Renewals, up to \$4.820 million for Sherwin Rd - Dublin Av to Notre Dame Av road renewal and bridge project, and up to \$2.100 million for Wellington Crescent Riverbank Stabilization project (Council March 20, 2020) for a total of \$99.92 million in 2020 or prior to the adoption of the 2021 capital budget.	152,168	162,295	136,880	120,974	144,484	147,313	864,114		
Osborne Street Underpass						1,100	1,100		
Pembina Highway Overpass (Bishop Grandin) Rehabilitation				1,000	2,000	17,400	20,400		
St. Vital Bridge Rehabilitation	2,000	6,074	15,600	23,200			46,874		
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)			2,000		2,000		24,000		
Waterway Crossing and Grade Separations - Annual Program	3,513	3,000	3,000	3,000	3,549	3,900	19,962		
Asset Management System - Various Divisions	100	100	100	100	100	100	600		
<i>Assessment and Taxation</i>									
Local Improvements - Ongoing Program	350	100	480	147	100	250	1,427		
Total Roadway Construction and Maintenance	160,608	175,519	158,950	153,447	168,791	173,884	991,199		
Transportation Planning and Traffic Management									
<i>Public Works</i>									
Transportation Master Plan	250	250	154	171		205	1,030		
Traffic Signals Loops	250	250	250	250	250	250	1,500		
Traffic Signals Bases and Underground Renewal Program							1,500		
Traffic Engineering Improvements - Various Locations	2,248	1,315	1,119	1,200	1,229	1,257	8,368		
Upgrade Noise Policies and Equipment Study					100		100		
Total Transportation Planning and Traffic Management	2,748	1,815	1,523	1,721	1,479	3,212	12,498		

Appendix 6

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
Roadway Snow Removal and Ice Control								
<i>Public Works</i>								
Salt and Sand Storage Shed				478			478	
Total Roadway Snow Removal and Ice Control				478			478	
Public Transit								
<i>Transit</i>								
Transit Information Technology Program	500	325	500	325	325	500	2,475	
Transit Building Replacement / Refurbishment	600	600	828	881	600	600	4,109	
Transit Roof Replacement and Ventilation Upgrade	1,947	1,500	1,500	1,800			6,747	
Transit Buses	17,615	21,737	22,905	22,462	23,669	23,391	131,779	
Accessibility Program	250	250	250	250	250	250	1,500	
Heavy Shop Equipment Replacement Program	200	200	200	200	200	200	1,200	
Hoist Replacement at Fort Rouge Garage	1,100	2,600		3,300	2,500	3,050	12,550	
Heated Bus Shelter Program	1,500	1,500	1,500				4,500	
Transit Improvements			600				600	
Total Public Transit	23,712	28,712	28,283	29,218	27,544	27,991	165,460	
City Beautification								
<i>Planning, Property and Development</i>								
Downtown Enhancement Program		200	128	237	151	127	843	
Business Improvement Zones, Image Routes and Neighbourhood Main Streets		126			151	100	377	
Total City Beautification		326	128	237	302	227	1,220	
TOTAL INFRASTRUCTURE RENEWAL AND PUBLIC WORKS	187,068	206,372	188,884	185,101	198,116	205,314	1,170,855	
WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT								
<i>Water</i>								
<i>Water and Waste - Waterworks System</i>								
Shoal Lake Aqueduct Condition Assessment and Rehabilitation	520	2,000	1,030	1,650	3,700		8,900	
Shoal Lake Aqueduct Intake Facility Rehabilitation	600	3,600	3,550		1,000	2,900	11,650	
Branch Aqueduct Condition Assessment and Rehabilitation	300		1,000		1,000		2,300	
Tache Booster Pumping Station	1,000		350				1,350	
Pumping Stations and Reservoirs Structural Upgrades	400						400	
Chlorination Upgrading at Pumping Stations	800		4,800				5,600	
Regulatory Assessment of Water System Infrastructure and Supply Sources	575					700	1,275	

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW <i>(in Thousands of \$)</i>	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
Deacon Reservoir Cell Rehabilitation						100	100	
Deacon Booster Pumping Station Suction Header Divider Wall and Valve		350	985				1,335	
Ultraviolet Light Disinfection System Upgrade	1,735						1,735	
Discharge Meter Upgrades at the In-town Pumping Stations			550	2,150			2,700	
Water Treatment Plant Asset Refurbishment and Replacement Program	5,530						5,530	
Water Treatment Plant Programmable Logic Controllers Upgrade		350					350	
Pumping Stations Reliability Upgrades		480					480	
Study of Backup Power Supply for the Hurst Pumping Station		580					580	
Feeder Main Condition Assessment and Rehabilitation	360	200	2,300	1,750	500	1,300	6,410	
Water Meter Renewals					16,000	23,000	39,000	
Water Main Renewals	18,000	18,500	19,000	20,000	20,500	21,250	117,250	
Customer Billing and Work Management Systems Upgrades Program	2,200	350	550	750	600	2,050	6,500	
Application and Data Integration	250	350	400	565	515	320	2,400	
Digital Enablement for Plant and Field Employees	750	750	750	500	500	250	3,500	
Total Water	33,020	27,510	35,265	27,365	44,315	51,870	219,345	
Wastewater								
Water and Waste - Sewage Disposal System								
Sludge Drying Beds Decommissioning				375			375	
Process Control System Master Plan and Upgrade					3,000	9,500	12,500	
Asset Refurbishment and Replacement Program	5,000	2,000	5,000	5,000	5,000	5,000	27,000	
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	500						500	
Arc Flash Hazard Analysis and Remediation	320	270					590	
D'Arcy Lift Station Load Shedding Upgrade	800						800	
Lift Stations Upgrading	6,250	6,250	3,250	6,500	7,000	6,000	35,250	
River Crossings Monitoring and Rehabilitation	9,400	2,500	730		625		13,255	
Combined Sewer Overflow and Basement Flood Management Strategy	32,000	30,000	28,000	32,000	26,500	31,500	180,000	
Southwest Interceptor (formerly Southwest Interceptor River Crossing)				5,000	35,000	20,000	60,000	
Environmental Standards Laboratory Facility Plan				530			530	
Supervisory Control and Data Acquisition (SCADA) Upgrades for Collection System						500	500	
Sewer Renewals	17,500	18,000	18,500	21,000	21,000	21,000	117,000	
Water and Waste Department (WWD) Business Intelligence	1,550	300	300	1,100	550	1,450	5,250	
Customer Billing and Work Management Systems Upgrades Program	2,200	350	550	750	600	2,050	6,500	
Digital Customer Solutions	500	350	350	715	715	300	2,930	
WWD Document Management System	250	250					500	
WWD Learning Management System				565			565	
Total Wastewater	76,270	60,270	56,680	73,535	99,990	97,300	464,045	

Appendix 6

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
Land Drainage and Flood Control <i>Planning, Property and Development</i>								
Riverbank Stabilization - Physical Asset Protection	100						100	
Water and Waste - Land Drainage Utility								
Flood Pumping Station Rehabilitation		1,000	1,000	1,000	1,000	1,000	5,000	
Land Drainage Sewers - Regional / Local Streets				100	100	100	300	
Stormwater Retention Basin Upgrades	150				485		635	
Outfall Rehabilitation	2,000	4,050	3,500	3,500	4,000	4,000	21,050	
Land Drainage and Combined Sewers Outfall Gate Structures	500	1,800					2,300	
Niakwa Drainage Study	120						120	
Stormwater Retention Basin and Channel Water Level Monitoring	300						300	
Development Agreement Paybacks	1,340	400		1,700		1,000	4,440	
Total Land Drainage and Flood Control	4,510	7,250	4,500	6,785	5,100	6,100	34,245	
Solid Waste Collection and Disposal								
Water and Waste - Solid Waste Disposal System								
Brady Road Resource Management Facility - Cell Construction	1,200	750	1,300	500		2,500	6,250	
Brady Road Resource Management Facility - Alternative Energy Project		2,500					2,500	
Closed Landfill Site Improvement	100	100	100				300	
Soil Fabrication for Landfill Cover	1,250	1,300	1,300	1,350	1,400	1,400	8,000	
Collections Management System		250	200				450	
Total Solid Waste Disposal	2,550	4,900	2,900	1,850	1,400	3,900	17,500	
Recycling and Waste Diversion								
Water and Waste - Solid Waste Disposal System								
Comprehensive Integrated Waste Management Strategy (CIWMS) - Review			450				450	
Total Recycling and Waste Diversion			450				450	
TOTAL WATER AND WASTE, RIVERBANK MANAGEMENT AND THE ENVIRONMENT	116,350	99,930	99,795	109,535	150,805	159,170	735,585	

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL					
	BUDGET 2021	FORECAST				6 YEAR TOTAL
		2022	2023	2024	2025	
PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT						
Development Approvals, Building Permits and Inspections						
<i>Planning, Property and Development</i>						
Computer Automation	100			100		200
Digital Permitting	1,947	1,019				2,966
Total Development Approvals, Building Permits and Inspections	2,047	1,019		100		3,166
Heritage Conservation						
<i>City Clerks</i>						
Corporate Records Centre		100				100
Total Heritage Conservation		100				100
Property Asset Management - Municipal Accommodations						
<i>Municipal Accommodations</i>						
Strategic Facilities Master Plan	250					250
Health / Life Safety / Emergency Systems Refurbishment / City-wide Accessibility	3,686	931	1,333	2,660	943	2,236
Total Property Asset Management - Municipal Accommodations	3,936	931	1,333	2,660	943	2,236
Cemeteries						
<i>Planning, Property and Development</i>						
Cemeteries - Improvements	936	150				100
Total Cemeteries	936	150				100
TOTAL PROPERTY AND DEVELOPMENT, HERITAGE AND DOWNTOWN DEVELOPMENT	6,919	2,200	1,333	2,760	943	2,336
						16,491

Appendix 6

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL					
	BUDGET 2021	FORECAST				6 YEAR TOTAL
		2022	2023	2024	2025	
PROTECTION, COMMUNITY SERVICES AND PARKS / WINNIPEG						
POLICE BOARD						
Police Response						
Winnipeg Police Service						
Computer Assisted Dispatch Upgrade			375		410	785
Next Gen 911	1,000					1,000
911 Renewal					2,151	2,151
Communication Sites Upgrade - Media Logger (formerly Communication Sites Upgrade - Audio Loggers)		1,453				1,453
Building Security System Evergreening			159			159
Schedule and Management System Upgrade	500					500
Communication Sites - Radio Consoles/Batteries				575		575
North Station Information Technology Requirements	190					190
Flight Operations Overhaul		602				602
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment		792				792
Automated Fingerprint Identification System (AFIS)	500					500
Technology Upgrades - Information Systems				1,325	112	1,437
North District Station - Furniture, Fixtures, and Equipment	700					700
In Car Computing					1,736	1,544
Pistol Replacement						1,487
Police Headquarters Information System Upgrades	2,100					2,435
Indoor Firing Range - Facility Study (formerly Indoor Firing Range)			150			150
Active Shooter Response Training Facility			150			150
E-ticketing Hardware				375		375
Vehicle Inspections - Weigh Scale					250	250
Police Vehicle Operations - Facility Track Replacement (formerly Police Vehicle Operations - Facility)		1,800	1,200			3,000
Technological Crime Infrastructure				380		380
Call Answer Software			1,000			1,000
Technical Surveillance Systems		400				400
Total Police Response	4,990	5,047	3,034	2,655	2,098	8,027
Fire and Rescue Response						
Fire Paramedic Service						
Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation *			13,439			13,439
Facility Optimization - Waverley West Station				10,927		10,927
Equipment Obsolescence	1,481	3,844	782	990	829	7,181
Station Capital Maintenance	734			492		1,374
Emergency Vehicle Pre-emption	189					189
Total Fire and Rescue Response	2,404	17,283	11,709	1,482	829	8,555
						42,262

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
Emergency Management								
<i>Fire Paramedic Service</i>								
Business Continuity Software	150						150	
Total Emergency Management	150						150	
Recreation								
<i>Community Services</i>								
Recreational Facility Safety, Security and Accessibility Improvements Program	235	130	150	279	190	308	1,292	
Fitness Equipment Upgrade Program	300	295	310	320	330	340	1,895	
East of the Red RecPlex						1,000	1,000	
Repair and Renovation of Pan Am Pool Universal Change Rooms	940						940	
Boni-Vital Pool - First charge against the 2021 Capital Budget of up to \$500,000 (Council March 20, 2020)	5,360						5,360	
Southeast Winnipeg New Community Centre and Library						382	382	
Technology Advancement Program	100			310		300	710	
Community Centre Renovation Grant Program (CCRGP)	2,000	2,000	2,000	965	965	965	8,895	
Recreation and Library Facility Investment Strategy	16,700	16,700	16,600				50,000	
<i>Municipal Accommodations</i>								
Sherbrook Pool *								
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)	48	48					96	
- Interim Financing from General Capital Fund / (Repayment)	(48)	(48)					(96)	
Total Sherbrook Pool	-	-						
Total Recreation	25,635	19,125	19,060	1,874	2,485	2,295	70,474	
Parks and Urban Forestry								
<i>Public Works</i>								
Reforestation - Improvements	383	383	383	383	383	383	2,298	
Regional Parks	1,275	300	1,610			2,005	5,190	
Community and Neighbourhood Parks							1,800	
Parks Buildings	3,020				375	245	3,640	
Parks and Recreation Enhancement Program	2,100	1,890	1,731	300	300	1,264	7,585	
Rainbow Stage			1,500	1,500			3,000	
Urban Forest Enhancement Program	5,800	5,800	5,800	1,389	3,630	4,475	26,894	
<i>Planning, Property and Development</i>								
Developer Payback	137		100			100	337	
Total Parks and Urban Forestry	12,715	8,373	11,124	3,572	4,688	10,272	50,744	

Appendix 6

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL					
	BUDGET 2021	FORECAST				6 YEAR TOTAL
		2022	2023	2024	2025	
Community Liveability						
Community Services						
Community Incentive Grant Program (CIGP)	1,000	1,000				2,000
Total Community Liveability	1,000	1,000				2,000
Libraries						
Community Services						
Library Facility Safety, Security and Accessibility Improvements Program	300	100		200		300
Library Refurbishment & Interior Infrastructure Program				650		450
Library Technology Upgrade and Replacement Program			325		350	675
Library Facility Redevelopment - West Kildonan Library	938	2,775				3,713
South Winnipeg Recreation Campus: Library and Site Development						1,500
Total Libraries	1,238	2,875	325	850	350	2,250
Arts, Entertainment and Culture						
Community Services						
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	5,100	5,400	5,400	5,400	5,400	32,100
Planning, Property and Development						
Public Art Strategy	125	125	125			375
Total Arts, Entertainment and Culture	5,225	5,525	5,525	5,400	5,400	32,475
TOTAL PROTECTION, COMMUNITY SERVICES AND PARKS / WINNIPEG POLICE BOARD	53,357	59,228	50,777	15,833	15,850	36,799
INNOVATION AND ECONOMIC DEVELOPMENT						
Innovation, Transformation and Technology						
Innovation, Transformation and Technology						
Innovation Strategy	750	500	250			1,500
Smart Cities Innovation Program	750	500	250			1,500
Enterprise Computing Initiatives	1,105	3,462	319	855	800	904
Communications Network Infrastructure	395	1,184	923	881	560	266
Printing Graphics & Mail Services Asset Renewal	396					396
Microsoft Office License Evergreen		113		712		825
Geographic Information System Aerial Image Renewal Program	188				211	399
Information Security Initiatives	194	140	144	640	979	100
Microsoft Development Network Software Renewal		282			308	590
Corporate VoIP Phone System	160					160
Total Innovation, Transformation and Technology	3,938	6,181	1,886	3,088	2,858	1,270
						19,221

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
Fleet Management Agency (SOA) <i>Winnipeg Fleet Management Agency</i>								
Shop Tools & Equipment Upgrades		330	100	240	255	255	1,180	
Power Tools	125	125	125	125	125	125	750	
Fuel Site Upgrades and Improvements		100	200	100	200	200	800	
Building Renovations	733	568	457	741	197	197	2,893	
Fleet Asset Acquisitions	15,670	15,670	15,670	15,670	15,670	15,670	94,020	
Fleet Software Application	1,709						1,709	
Total Fleet Management Agency (SOA)	18,237	16,793	16,552	16,876	16,447	16,447	101,352	
Parking Authority (SOA) <i>Winnipeg Parking Authority</i>								
Automated License Plate Recognition (ALPR) Program	123	170	136	259	186	149	1,023	
Total Parking Authority (SOA)	123	170	136	259	186	149	1,023	
TOTAL INNOVATION AND ECONOMIC DEVELOPMENT	22,298	23,144	18,574	20,223	19,491	17,866	121,596	
EXECUTIVE POLICY Assessment, Taxation and Corporate <i>Assessment and Taxation</i>								
Assessment Automation	237	312		250	312	350	1,461	
Total Assessment, Taxation and Corporate	237	312		250	312	350	1,461	
Contact Centre - 311 <i>Customer Service and Communications</i>								
311 Renewal		100		100		107	307	
Total Contact Centre - 311	100		100			107	307	
Council Services <i>City Clerks</i>								
Election Systems	100	110			100	200	510	
Audio / Video Equipment Replacement			100				100	
Total Council Services	100	110	100		100	200	610	
TOTAL EXECUTIVE POLICY	437	422	200	250	412	657	2,378	

Appendix 6

3-50

CAPITAL PROJECT SUMMARY SERVICE BASED VIEW (in Thousands of \$)	ADOPTED CAPITAL						6 YEAR TOTAL	
	BUDGET 2021	FORECAST						
		2022	2023	2024	2025	2026		
Public Private Partnerships								
<i>Public Works</i>								
Disraeli Bridge and Overpass Facility	13,170	13,225	13,325	13,337	13,395	13,455	79,907	
Charleswood Bridge	1,478	1,478	1,478	1,478			5,912	
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	7,337	7,382	7,429	7,476	7,525	7,575	44,724	
<i>Winnipeg Police Service</i>								
East District Police Station	1,056	1,056	1,089	1,155	1,155	1,155	6,666	
<i>Transit</i>								
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	14,720	14,760	14,880	15,190	15,280	15,700	90,530	
Annual Servicing Payments	(37,761)	(37,901)	(38,201)	(38,636)	(37,355)	(37,885)	(227,739)	
Total Public Private Partnerships								
TOTAL CAPITAL PROGRAM - SERVICE BASED VIEW	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749	

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

Department Budget and Financing Sources

Department Budget

The following is a summary of the 2021 Capital Budget by Department. For a listing of projects for each department see the Supplement to the 2021 Adopted Budget.

CAPITAL PROJECT SUMMARY <i>(in Thousands of \$)</i>	Adopted	Adopted	5-Year	6-Year
	Budget	Budget	Forecast	Total
	2020	2021	2022 - 2026	2021-2026
SUMMARY OF CAPITAL PROGRAM				
Public Works	164,675	175,584	877,571	1,053,155
Community Services	13,404	32,973	79,489	112,462
Winnipeg Police Service	2,966	4,990	20,861	25,851
Fire Paramedic Service	11,112	2,554	39,858	42,412
Planning, Property and Development	6,187	3,345	3,039	6,384
Innovation, Transformation and Technology	6,776	3,938	15,283	19,221
Other	752	787	3,118	3,905
Total Tax Supported	205,872	224,171	1,039,219	1,263,390
Municipal Accommodations	4,707	3,936	8,103	12,039
Transit	26,435	23,712	141,748	165,460
Total Tax Supported, Transit and Municipal Accommodations	237,014	251,819	1,189,070	1,440,889
Self-Supporting Utilities				
Waterworks System	37,600	33,020	186,325	219,345
Sewage Disposal System	69,065	76,270	387,775	464,045
Solid Waste Disposal System	3,470	2,550	15,400	17,950
Land Drainage and Flood Control	5,680	4,410	29,735	34,145
Total Self-Supporting Utilities	115,815	116,250	619,235	735,485
Special Operating Agencies	16,623	18,360	84,015	102,375
TOTAL CAPITAL PROGRAM	369,452	386,429	1,892,320	2,278,749

Financing Sources

The ability to initiate and complete capital projects is limited by the amount of available capital funding; therefore, it is critical to achieve as much certainty as possible around the timing, sources and amount of funding based on what is known and committed during the budget process. The City aims to maximize funding sources external to the City. Internal sources are used to leverage the external sources but also fund projects for which external sources are not available. The City of Winnipeg funds its 6-Year capital program from a number of sources. A summary of financing sources is noted below. See the Supplement to the 2021 Adopted Budget for a summary of projects by Department, including their financing sources.

Appendix 6

CAPITAL PROJECT SUMMARY <i>(in Thousands of \$)</i>	ADOPTED BUDGET	ADOPTED CAPITAL						6 YEAR TOTAL
		BUDGET		FORECAST				
		2020	2021	2022	2023	2024	2025	2026
SUMMARY OF FINANCING SOURCES								
Cash to Capital	22,846	5,688	10,591	2,567	20,000	20,000	20,620	79,466
Frontage Levy	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Public Private Partnership Annual Service / Financing Payments	(37,404)	(37,761)	(37,901)	(38,201)	(38,636)	(37,355)	(37,885)	(227,739)
Reserves:								
- Transit Bus Replacement								
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	14,460	14,720	14,760	14,880	10,889	12,268	8,968	32,125
- Water Meter Renewal								
- Water Main Renewal	17,500	18,000	18,500	19,000	20,000	20,500	21,250	90,530
- Sewer System Rehabilitation	7,000	17,500	18,000	18,500	21,000	21,000	21,000	39,000
- Environmental Projects	31,610	32,000	30,000	28,000	32,000	26,500	31,500	117,250
- Landfill Rehabilitation	970	1,350	1,400	1,400	1,350	1,400	1,400	8,300
- Waste Diversion	1,800		250	650				900
- Financial Stabilization	1,035	1,035	1,035	1,035				3,105
- Destination Marketing	336							
- Permit	1,215	1,947	1,019					2,966
- Land Operating	4,515	3,611	2,269	965	3,265	965	965	12,040
- Local Street Renewal	25,536	45,430	51,757	62,757	74,157	86,057	98,257	418,415
- Regional Street Renewal	28,800	41,538	47,838	49,838	51,838	53,938	56,138	301,128
Interim Financing / (Repayment)	(4,513)	(1,110)	129		(600)			(1,581)
Contributions from Other Levels of Government:								
- Federal Gas Tax	53,716	51,631	48,488	51,915	49,940	48,420	48,432	298,826
- Federal New Building Canada Fund	25,000	26,000	24,000	13,000				63,000
- Veterans Affairs Canada	800	700	150					850
- Province of Manitoba Strategic Infrastructure Funding		29,800	30,100	30,000				89,900
- Province of Manitoba Accelerated Regional Roads	15,000	29,100	29,100	9,800				68,000
- Shared Health Capital Grant	1,471	994	840	602	907	687	791	4,821
Other Funders:								
- Developer Funding / Developer Capacity Charges	2,586	988	400		1,700		1,000	4,088
- Future Services Account		200	200	200	200	200	200	1,200
- Sponsorship / Sponsor Winnipeg	48	48	48					96
Retained Earnings - Transit	5,639	1,500	1,500	2,100				5,100
Retained Earnings - Self-supporting Utilities	37,575	42,190	22,030	27,745	28,400	60,305	54,920	235,590
Accumulated Surplus (Retained Earnings) - Special Operating Agencies	1,345	2,690	1,293	1,018	1,465	963	926	8,355
Transfer from Sewage Disposal System Fund	5,180	3,610	6,850	4,500	5,085	5,100	5,100	30,245
External Debt	56,327	23,239	36,027	30,633	6,990	6,042	20,268	123,199
External Debt - Fleet	15,178	15,670	15,670	15,670	15,670	15,670	15,670	94,020
Internal Financing	1,440	1,500	1,000	500			3,922	6,922
Transfers from Other Capital Accounts / Surplus Capital	22,441	2,621	3,953	489	2,892	1,677		11,632
TOTAL FINANCING SOURCES	369,452	386,429	391,296	359,563	333,702	385,617	422,142	2,278,749

New Projects

Included in the 2021 Capital Budget are new projects which would not have been included in the 2020 Adopted Budget. New funding in 2026 for projects previously included in the 2021 – 2025 forecast in the 2020 Adopted Budget are not considered new projects; they are treated as increases in funding.

The following are some basic details on these projects. The full capital detail sheet, including cashflow details and net operating impacts can be seen on the Capital Detail Sheets in the Supplement to the 2021 Adopted Budget. The listing is in order of the service-based view.

Project Name: Traffic Signals Bases and Underground Renewal Program

Standing Policy Infrastructure Renewal and Public Works
 Department: Public Works
 Project: 1831100126

Service: Transportation Planning and Traffic
 OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	-	-	1,500	1,500	1,500
Financed by: Frontage Levy							1,500	1,500	1,500

Traffic signal bases provide the structural foundation for traffic signal poles and cabinets. As a result, they are crucial for the safe construction and operation of traffic signals. This program is to replace traffic signal bases in poor condition. In total, 502 high-risk bases must be replaced over 10 years (50 per year). This represents 7% of the bases in the City.

Project Name: Upgrade Noise Policies and Equipment Study

Standing Policy Infrastructure Renewal and Public Works
 Department: Public Works
 Project: 1831100124

Service: Transportation Planning and Traffic
 OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	100	-	-	100	100
Financed by: Federal Gas Tax					100			100	100

Initiation of a study to develop an update to the City of Winnipeg Motor Vehicle Noise Policies and Guidelines (1984). The Study shall make recommendations to provide definition and clarity, develop material & construction standard details of noise attenuation barriers, update noise modelling requirements, and define existing noise collection & analysis requirements.

Appendix 6

New Projects (continued)

Project Name: **Transit Improvements**

Standing Policy Infrastructure Renewal and Public Works
 Department: Transit Service: Public Transit
 Project: 4210010923 OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2023	2024	2025	2026			
Project Costs (\$000's)	-	-	600	-	-	-	600	600	600
Financed by: Retained Earnings			600					600	600

On July 23, 2020 Council approved the allocation of up to \$600,000 for transit improvements at the intersections of Portage Avenue and Edmonton Street and of Portage Avenue and Vaughan Street as part of the request from Starlight Investments for a financial contribution to the Portage Place Revitalization Project.

Project Name: **Salt and Sand Storage Shed**

Standing Policy Infrastructure Renewal and Public Works
 Department: Public Works Service: Roadway Snow Removal and Ice Control
 Project: 1803000124 OurWinnipeg: Sustainability

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	478	-	-	478	478
Financed by: Federal Gas Tax					478			478	478

Rehabilitation of Salt and Sand Storage Facility at 1220 Pacific Ave. The work consists of replacing the dome canvas, corrosion treatment of truss members, surface restoration of concrete walls, and sealing of gap in between the concrete wall and floor. The work would maintain the City's compliance with applicable federal and provincial legislation regarding the storage and use of snow and ice control products.

Project Name: **Water Treatment Plant Programmable Logic Controllers Upgrade**

Standing Policy Water and Waste, Riverbank Management and the Environment
 Department: Water and Waste Service: Water
 Project: 2010002122 OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	350	-	-	-	-	350	350
Financed by: Retained Earnings			350					350	350

Programmable Logic Controllers (PLCs) are specialized hardware with customized software that provide local control of systems and processes at the Winnipeg Drinking Water Treatment Plant. The PLCs currently in use at the Winnipeg Drinking Water Treatment Plant have reached industry standard for replacement and are in the process of being discontinued by their manufacturer. To ensure a continuous supply of water to the City of Winnipeg, the PLCs will need to be replaced. Communication hardware associated with the PLCs is nearing end of life will need to be replaced.

New Projects (continued)

Project Name: **Supervisory Control and Data Acquisition (SCADA) Upgrades for Collection System**

Standing Policy Department: Water and Waste, Riverbank Management and the Environment

Department: Water and Waste

Service: Wastewater

Project: 2040002226

OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	-	-	500	500	500
Financed by: Retained Earnings							500	500	500

The Supervisory Control and Data Acquisition System (SCADA) provides operational information for the City's sewer collection system (pumps, valves, gates etc.). This work will upgrade the system to new technology so that it can provide real-time information for sewer system operation and monitoring.

Project Name: **Niakwa Drainage Study**

Standing Policy Department: Water and Waste, Riverbank Management and the Environment

Department: Water and Waste

Service: Land Drainage and Flood Control

Project: 2070002921

OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	120	-	-	-	-	-	-	120
Financed by: Transfer from Sewage Disposal System Fund		120						-	120

The existing land drainage system on Niakwa Road E, that drains to a ditch east of Mazenod Road, is currently not meeting level of service. A study is required to investigate possible solutions to ensure hydraulic capacity is maintained.

Project Name: **Stormwater Retention Basin and Channel Water Level Monitoring**

Standing Policy Department: Water and Waste, Riverbank Management and the Environment

Department: Water and Waste

Service: Land Drainage and Flood Control

Project: 2075000621

OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	300	-	-	-	-	-	-	300
Financed by: Transfer from Sewage Disposal System Fund		300						-	300

The City of Winnipeg currently monitors water levels in select stormwater retention basins (SRBs) as well as on the Red River at both the North and South Perimeter bridges. Real-time water level monitoring at SRBs is required to ensure ongoing operation of the systems; real-time monitoring of the river is required for flood protection activities. The current monitoring contract is ending. This project will renew the contract and ensure level of service is maintained.

Appendix 6

New Projects (continued)

Project Name: **911 Renewal**

Standing Policy Winnipeg Police Board
 Department: Winnipeg Police Service
 Project: 220010026

Service: Police Response

OurWinnipeg: Collaborate to Make Safe Communities

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total	
			2022	2023	2024	2025	2026			
Project Costs (\$000's)	-	-	-	-	-	-	-	2,151	2,151	2,151
Financed by: Cash to Capital								2,151	2,151	2,151

This project will provide the evergreening renewal of the 911 system. 911 renewals will provide continued reliable support for the latest telephony and 911 systems with provisions for video/texting and other technological advancements. This will include upgrades to the Public Safety grade Internet protocol network at both the primary and back up Public Safety Answering Point. As well, required upgrades to standard operating guidelines and inter-operability with partner agencies will be in scope.

Project Name: **Pistol Replacement**

Standing Policy Winnipeg Police Board
 Department: Winnipeg Police Service
 Project: 2200200026

Service: Police Response

OurWinnipeg: Collaborate to Make Safe Communities

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total	
			2022	2023	2024	2025	2026			
Project Costs (\$000's)	-	-	-	-	-	-	-	1,487	1,487	1,487
Financed by: Internal Financing								1,487	1,487	1,487

The current .40 caliber duty pistols require replacement. Police agencies and military across North America have already, or are in process of, transitioning to 9mm pistols. Reduced demand for .40 caliber ammunition has resulted in reduced supply with a projected increase in cost, therefore creating an operational increase to the Service. 9mm pistols are easier to shoot with greater accuracy with the same effectiveness at a lower operational cost.

Project Name: **Technological Crime Infrastructure**

Standing Policy Winnipeg Police Board
 Department: Winnipeg Police Service
 Project: 220010024

Service: Police Response

OurWinnipeg: Collaborate to Make Safe Communities

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	380	-	-	380	380
Financed by: Cash to Capital					380			380	380

This evergreening initiative is to upgrade and replace information system equipment used in support of technological criminal investigations. This equipment will support directed, focused, gathering of information to support criminal investigations within the Winnipeg Police Service and in partnership with other outside agencies.

New Projects (continued)

Project Name: **Emergency Vehicle Pre-emption**

Standing Policy Department: Protection, Community Services and Parks
 Project: Fire Paramedic Service 2112120021

Service: **Fire and Rescue Response**
 OurWinnipeg: Emergency Preparedness, Response and Recovery

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total	
			2022	2023	2024	2025	2026			
Project Costs (\$000's)	-	189	-	-	-	-	-	-	-	189
Financed by: External Debt		189							-	189

Emergency Vehicle Pre-emption takes advantage of the City investment in centralized traffic signal control to provide intelligent traffic signalization for emergency vehicles. This increases priority for approaching emergency vehicles to enable the clearance of the junctions along their route and allowing safer and more rapid progression through to the emergency incident.

Project Name: **Business Continuity Software**

Standing Policy Department: Protection, Community Services and Parks
 Project: Fire Paramedic Service 2148010021

Service: **Emergency Management**
 OurWinnipeg: Emergency Preparedness, Response and Recovery

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total	
			2022	2023	2024	2025	2026			
Project Costs (\$000's)	-	150	-	-	-	-	-	-	-	150
Financed by: Cash to capital		150							-	150

This project will procure and implement business continuity software to ensure all city departments have emergency response plans in place and that they are coordinated across departments. This software will support the city in complying with the Provincial Emergency Measures Act, regulation 159.16.

Project Name: **Southeast Winnipeg New Community Centre and Library**

Standing Policy Department: Protection, Community Services and Parks
 Project: Community Services 6362500926

Service: **Recreation**
 OurWinnipeg: Recreation

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total	
			2022	2023	2024	2025	2026			
Project Costs (\$000's)	-	-	-	-	-	-	-	382	382	382
Financed by: Cash to Capital Federal Gas Tax								250 132	250 132	250 132

The City is experiencing significant population growth in the southeast region, including new neighbourhoods of Sage Creek and Bonavista as well as established areas of Island Lakes and Royalwood. Service requirements include the need for multi-purpose recreation space, gymnasium space and a library to serve this growing community. The General Council of Winnipeg Community Centres Plan 2025 also identified the need to build a new recreation facility somewhere in the south-east corner of the city to accommodate the residential expansion associated with these same areas. Through the Neighbourhood Area Structure Plan for Precinct 'K', an approximately 11 acre site in the Bonavista neighbourhood has been acquired by the city which could be a potential site for the recreation/community centre. A site for the library has yet to be determined. Funding in 2026 is for a feasibility study and market analysis to confirm development options as well as public and stakeholder engagement to confirm project scope and priorities.

Appendix 6

New Projects (continued)

Project Name: Recreation and Library Facility Investment Strategy

Standing Policy Department: Protection, Community Services and Parks
 Project: 6362800021 Service: Recreation
 OurWinnipeg: Recreation

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	16,700	16,700	16,600	-	-	-	33,300	50,000
Financed by: Province of Manitoba Strategic Infrastructure Funding		16,700	16,700	16,600				33,300	50,000

On March 20, 2020 Council directed the Public Service to report back within 180 days on a new 3-year recreation and library facility investment strategy of up to \$50 million, starting in 2021 to be funded from the City's anticipated annual strategic infrastructure allocation from the Province of Manitoba. See the 2021 Supplement to the Adopted Budget for details on this program.

Project Name: Community and Neighbourhood Parks

Standing Policy Department: Protection, Community Services and Parks
 Project: 1853000126 Service: Parks and Urban Forestry
 OurWinnipeg: Environment

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	-	-	-	1,800	1,800
Financed by: Federal Gas Tax								1,800	1,800

Refurbishment and/or improvements to various parks to repair aging park infrastructure and related amenities, including:

- play equipment and safety surfacing
- athletic fields
- sport courts
- off-leash dog areas

Prioritization of projects is subject to Parks Strategy, planned for completion in 2020.

Project Name: South Winnipeg Recreation Campus: Library and Site Development

Standing Policy Department: Protection, Community Services and Parks
 Project: 62100000626 Service: Libraries
 OurWinnipeg: Libraries

AUTHORIZATION	Previous Budgets	2021	FORECAST					Five-Year Forecast Total	Six-Year Total
			2022	2023	2024	2025	2026		
Project Costs (\$000's)	-	-	-	-	-	-	-	1,500	1,500
Financed by: Federal Gas Tax								1,500	1,500

With an anticipated population of approximately 40,000 to 50,000 people once fully developed, the Waverley West area currently has no library facility. A new community library is planned as an addition to the South Winnipeg Recreation Campus building, providing an integrated, multi-purpose recreation, leisure and library destination. Funding in 2026 includes \$500,000 for Preliminary Design to obtain a Class 3 estimate for the library addition and \$1.0 million for site development work related to the overall recreation site including athletic fields, pathways and park amenities.

Impacts on the Operating Budget

Implementation of the capital projects can impact future operating expenditures. For example, improvements to buildings may lower maintenance costs and new arenas or recreational amenities may increase ongoing maintenance. Operating costs are considered in deciding when projects are authorized. Incremental increases in operating costs, when identifiable, are reflected under operating costs in the Net Operating Impact table for each project (see capital detail sheets in Supplement to the 2021 Adopted Budget).

As part of the Capital Budget process and planning, the City incorporates all ongoing operating costs that will be incurred as a result of the implementation of capital projects. The preparation of the Capital Budget is consistently established around two criteria:

1. The need, type, and resources of the capital improvements; and,
2. Operating impacts relating to the capital improvement.

The following is a summary of these costs plus related transfer to capital and debt and finance charges for the six-year capital budget period:

Department/Utility/Special Operating Agency	Incremental Operating Costs					
	2021	2022	2023	2024	2025	2026
	(in \$000s)					
Public Works	1,785	2,467	1,766	4,267	5,213	5,064
Community Services	119	269	413	2,629	4,726	5,027
Winnipeg Police Service	4,093	6,575	1,787	4,717	4,160	6,340
Fire Paramedic Service	264	710	1,747	2,291	2,413	2,895
Planning, Property and Development	865	1,938	1,513	1,874	1,839	1,937
City Clerks	11	232	33	44	144	232
Innovation, Transformation and Technology	343	1,253	1,201	2,677	2,565	2,367
Customer Service and Communications	11	22	33	44	44	139
Assessment and Taxation	36	482	88	356	522	490
Total Tax Supported	7,527	13,948	8,581	18,899	21,626	24,491
Municipal Accommodations	90	230	321	364	1,307	2,192
Transit	370	2,028	2,240	11,199	8,086	5,830
Total Tax Supported, Transit and Municipal Accommodations	7,987	16,206	11,142	30,462	31,019	32,513
Self-Supporting Utilities						
Waterworks Systems				58	59	60
Sewage Disposal System				58	60	62
Solid Waste Disposal System		91	145	145	145	145
Total Self-Supporting Utilities	-	91	145	261	264	267
Special Operating Agencies						
Winnipeg Fleet Management Agency	167	523	947	1,378	1,751	2,064
Total Special Operating Agencies	167	523	947	1,378	1,751	2,064
TOTAL CITY	8,154	16,820	12,234	32,101	33,034	34,844

2021 Consolidated Budget

(in thousands of dollars)	2021	2020	Change
Revenues			
Taxation	\$ 801,244	\$ 784,701	\$ 16,543
Sale of services and regulatory fees	581,152	653,359	(72,207)
Government transfers	214,019	200,991	13,028
Investment income	33,426	35,408	(1,982)
Land sales and other revenue	23,970	30,433	(6,463)
Total Revenues	1,653,811	1,704,892	(51,081)
Expenses			
Protection and community services	582,837	563,228	19,609
Utility operations	498,676	490,639	8,037
Public works	339,696	329,778	9,918
Property and development	154,601	152,687	1,914
Finance and administration	88,905	95,674	(6,769)
Civic corporations	62,085	75,041	(12,956)
General government	8,843	21,281	(12,438)
Total Expenses	1,735,643	1,728,328	7,315
Deficiency Revenues Over Expenses Before Other	(81,832)	(23,436)	(58,396)
Other			
Government transfers related to capital	87,114	149,333	(62,219)
Developer contributions-in-kind related to capital	78,870	70,619	8,251
Other capital contributions	6,100	5,600	500
Excess Revenues Over Expenses	\$ 90,252	\$ 202,116	\$ (111,864)

Some of the consolidation entries for the 2021 Budget are derived from the 2019 audited financial statements. As such, some figures may be subject to change as better information becomes available.

Appendix 7

2021 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	\$ 816,953	\$ (15,709)	\$ 801,244
Sale of services and regulatory fees	629,689	(48,537)	581,152
Government transfers	211,588	2,431	214,019
Land sales and other revenue	438,048	(414,078)	23,970
Investment income	33,082	344	33,426
Total Revenues	2,129,360	(475,549)	1,653,811
Expenses			
Protection and community services	655,469	(72,632)	582,837
Utility operations	642,223	(143,547)	498,676
Public works	443,716	(104,020)	339,696
Property and development	182,984	(28,383)	154,601
Finance and administration	146,412	(57,507)	88,905
Civic corporations	-	62,085	62,085
General government	109,787	(100,944)	8,843
Total Expenses	2,180,591	(444,948)	1,735,643
(Deficiency) Revenues Over Expenses Before Other	(51,231)	(30,601)	(81,832)
Other			
Government transfers related to capital			
Province of Manitoba	-	20,000	20,000
Federal gas tax	46,414	-	46,414
Other capital funding	-	20,700	20,700
Total government transfers related to capital	46,414	40,700	87,114
Developer contributions-in-kind related to capital	-	78,870	78,870
Other capital contributions	-	6,100	6,100
	46,414	125,670	172,084
Excess/(Deficiency) Revenues Over Expenses	\$ (4,817)	\$ 95,069	\$ 90,252

* The Adopted Budget consists of the following components:

- Tax supported
- Utilities
- Special Operating Agencies
- Reserves

Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
1,180,312	1,180,312	-
678,353	633,026	45,327
74,321	79,429	(5,108)
242,788	287,824	(45,036)
Total	2,175,774	2,180,591
		(4,817)

Appendix 7

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

Revenues

1. Eliminate inter-fund transfers	(566,801)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants to Civic Corporations	(20,010)
4. Eliminate property taxes paid by City entities	(17,066)
5. Eliminate water revenue paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital related revenue not included in the Other category	136,765
8. Include revenue for Civic Corporations	44,426
9. Other	(96)
	<hr/>
	(475,549)

Expenses

1. Eliminate inter-fund transfers	(755,020)
2. Eliminate fleet charges paid by City entities	(45,815)
3. Eliminate grants paid to Civic Corporations	(25,199)
4. Eliminate property taxes paid by City entities	(17,065)
5. Eliminate water expense paid by City entities	(3,157)
6. Eliminate general government charges	(3,795)
7. Include capital expenses	333,780
8. Include expenses for Civic Corporations	45,933
9. Increase in liability for environmental issues, vacation and workers' compensation	9,475
10. Include amortization for Civic Corporations	15,109
11. Other	806
	<hr/>
	(444,948)

Other

Include estimates for revenue related to capital funding from government and developers	<hr/> <hr/> 125,670
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Appendix 7

Consolidated Budget Statement of Change in Net Financial Liabilities

(For the year ended December 31 in thousands of dollars)	2021	2020	Change
Excess Revenues Over Expenses	\$ 90,252	\$ 202,116	\$ (111,864)
Amortization of tangible capital assets	285,215	280,468	4,747
Proceeds on disposal of tangible capital assets	5,277	2,433	2,844
Loss on sale of tangible capital assets	1,959	858	1,101
Change in inventories, prepaid expenses and deferred charges	1,146	440	706
Tangible capital assets received as contributions	(78,870)	(70,619)	(8,251)
Acquisition of tangible capital assets	(476,035)	(521,945)	45,910
Decrease in Net Financial Assets	(171,056)	(106,249)	(64,807)
Net Financial Liabilities, Beginning of Year	(948,035)	(841,786)	(106,249)
Net Financial Liabilities, End of Year	\$ (1,119,091)	\$ (948,035)	\$ (171,056)

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 first major stride towards implementing active transportation policy in the City of Winnipeg was the Council approval of the Active Transportation Study in 2006. The approved study served as a resource in formulating future active transportation policies and programs for the City of Winnipeg. Along with the approval of the study was a directive to develop an Implementation Plan based on the guiding principles of the Active Transportation Study. The Implementation Plan was prepared by the Department of Public Works and adopted by Council in April 2007. Since 2007, the City has been expanding the AT network.

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)

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.

Glossary

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 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, including the current-year adopted budget and three projection years.

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.

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)

Glossary

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 regardless of expected cost. Capital expenditures are typically acquisition, development or major renovations to assets where the benefit of the expenditure extends into the future.

Cash to Capital - is the cash value that the City invests into its Capital projects.

Charter - refers to *The City of Winnipeg Charter*, S.M. 2002, c. 39.

Chief Administrative Officer - is the 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 book. The established benchmark is that a project should have a Class 3 estimate for budget authorization. Projects that are not at a Class 3 should indicate in the detail sheet that a Class 3 estimate or better will be achieved prior to the start of construction. For programs, those projects identified in the year of budget approval should also be at a Class 3 and the narrative should indicate that. The Class 3 estimate should set the authorization budget.

Committees - means the Standing Policy Committees of Council and the Winnipeg Police Board.

Commitment Reserve - On March 12, 1998, City Council approved the establishment of the Commitment Reserve Fund. The purpose of the fund is to allow departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget. Contributions to the Reserve must be spent in the year following the transfer. However, contributions can be retained in the Reserve beyond the following year only if approved by the Fund Manager; otherwise the unspent amount must be transferred to the Financial Stabilization Reserve Fund.

The Chief Financial Officer is the Fund Manager.

Community Trends and Performance Report - The City of Winnipeg regularly produces community and demographic information as well as performance measurement information, which has been included as part of the budget since 2010.

Glossary

The ‘Community Trends and Performance Report’ combines this information and publishes it as budget ‘Volume 1’. This budget Volume 1 is produced early in the budget process to provide context and timely information for the City of Winnipeg Council and the public in support of the upcoming budget decision-making process.

The volume includes an outline of the City of Winnipeg organization, governance and administrative structure; Community Trends related to socio-economic information such as population, demographics, housing, etc.; an overview of the City of Winnipeg’s budget process and strategic framework, with highlights from *OurWinnipeg* and the City’s Financial Management Plan; and Performance Measures for City of Winnipeg services grouped by Standing Policy Committee, and organization-wide information.

The information is intended to provide relevant current context, and facilitate discussion for the upcoming budget process.

Computer, Critical Systems and Support Reserve - On March 22, 1995, City Council approved the establishment of the Computer Replacement Reserve Fund. Subject to Council approval of the 2019 Budget, the Reserve will be 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, Innovation, Transformation and Technology is the Fund Manager.

Consolidated Budget – includes the City of Winnipeg’s operating budgets for tax supported, utility, special operating agency and reserve operations as well as a capital budget and governmental functions or entities, which have been determined to comprise a part of the aggregate City operations. The consolidated budget considers inter-fund transaction eliminations, tangible capital asset based revenues and amortization, controlled entity operations and the accrual of unfunded expenses.

Consolidated Entities - The organizations included in the consolidated financial statements are as follows:

- Assiniboine Park Conservancy Inc.
- CentreVenture Development Corporation
- The Convention Centre Corporation
- Winnipeg Arts Council Inc.
- Winnipeg Public Library Board

Consumer Price Index (CPI) - A statistical description of annual price levels provided by Statistics Canada (Government of Canada). The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

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

Glossary

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 - The head of a City department.

Dividend - A dividend is an interfund transfer from a City Utility or a Special Operating Agency (SOA) to the City tax-supported fund (Fund 001) based on Council approved policy or available uncommitted funds or operational surplus.

Economic Development Investment Reserve - The Economic Development Investment Reserve Fund was created by City Council on June 21, 2000. It is intended to fund City economic development incentives and investment projects. This Reserve invests directly in particular projects rather than being a funding mechanism for programs. The incremental portion of realty and business taxes generated by projects in which the fund has invested will be returned to the Reserve until the original investment has been repaid.

The Director of Planning, Property and Development is the Fund Manager.

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).

Glossary

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. If 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 one pre-season game and nine regular season games will be refunded back to the Winnipeg Football Club in order to pay off its debt with BBB Stadium Inc. Entertainment tax revenue for any playoff games or other events held at the stadium will be refunded back to the WFC.

Environmental Projects Reserve - On December 17, 1993, City Council authorized the establishment of a River Quality Environmental Studies Reserve Fund for the purpose of providing funding for environmental projects to improve river quality. On January 24, 1996, City Council changed the name of this Reserve to the Environmental Projects Reserve Fund to more accurately reflect the nature of the projects reported in this Reserve.

The Reserve is financed through a monthly transfer from the Sewage Disposal System Fund based on the amount of water consumption billed. The Reserve has funded ammonia, nitrification and combined sewer overflow ("CSO") studies. It now funds a portion of the wastewater collection and treatment system improvements as directed by the Province of Manitoba ("the Province"). This includes effluent disinfection, centrate treatment, biological nutrient removal, CSO mitigation infrastructure and biosolids.

River quality is under the jurisdiction of the Province and in 2003 the Clean Environment Commission ("CEC"), at the request of the Minister of Conservation, conducted public hearings to review and receive comments on the City's 50-year wastewater collection and treatment improvement program. At the conclusion, the CEC recommended that the City implement these improvements over a 25-year period, which was subsequently ordered by the Minister of Conservation on September 26, 2003.

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

Glossary

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 - 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.

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.

The Director of Public Works is the Fund Manager.

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

Glossary

Financial Management Plan (FMP) - The City's official public strategy for guiding the financial decision-making process. This document, adopted by Council on March 20, 2020, is the strategy for guiding financial decision making, meeting long-term obligations, and improving its economic position and financial stability <http://www.winnipeg.ca/finance/files/fmp.pdf>

Financial Stabilization Reserve - The purpose of the Financial Stabilization Reserve Fund is to counteract the budgetary effect of fluctuations from year to year in property and business taxes and/or to fund deficits in the General Revenue Fund, which assist in the stabilization of the City's mill rate and/or property tax requirements.

Various structural changes have occurred over the years in this reserve. On September 28, 2011, City Council adopted the combining of the Fiscal Stabilization Reserve and the Mill Rate Stabilization Reserve Funds into the Financial Stabilization Reserve Fund. All previous regulations for the two Stabilization Reserves were replaced with the following:

- Sources of funding for the Reserve are: the excess of actual total taxes billed compared to budget; surpluses in the General Revenue Fund; unspent amounts in the Commitment Reserve Fund; and interest revenue.
- The Reserve can be used to fund any shortfall of actual total taxes billed compared to budget; major unforeseen expenditures once the target level is exceeded and subject to rules noted below; General Revenue Fund year-end deficits and subject to rules noted below; and one-time expenditures once the target level has been reached.
- No transfers can be made to the General Revenue Fund to fund ongoing current operations.
- Funds above the 8% target may be used for major unforeseen expenditures and General Revenue Fund deficits. Accessing funding in any given year requires City Council approval if the required amount would reduce the Reserve's balance below the 8% target.
- 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.

Glossary

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.

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 adopted the 2021 Operating Budget which includes the recommendation 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.

Appendix 8

Glossary

The Director or Planning, Property and Development is the Fund Manager.

Government Grants - Payments from other levels of government for specific programming or payments made unconditionally for City purposes.

Grant - means money, goods, or in-kind contributions provided to a recipient without consideration in return, other than recognition for the grant.

A listing of operating, capital and reserve grants/payments is included in the Supplement to the 2021 Adopted Budget.

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 community partnerships) nor do they expect repayment or any other financial return. Eligibility and entitlement requirements are reviewed annually.

Grant (Multi-year grant agreements) - are payments to entities where the City of Winnipeg has long-term contractual arrangements in place or the nature of the arrangement is long-term.

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 funds City housing programs not provided for 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 invested would be returned to the Reserve to finance future projects. The Reserve continues to support housing programs in Housing Improvement Zones as well as the Indigenous Housing Program and is funded by an annual transfer from the General Revenue Fund. Since 2012, the City has acted as the 'Community Entity' for the delivery of the federal government's

Glossary

Homelessness Partnering Strategy (“HPS”), the related revenues and expenditures being recorded in the Reserve. Funding received covers the cost of grants provided under two HPS program streams (“Designated Community” and “Indigenous Homelessness”) as well as administrative expenditures.

The Homelessness Partnering Strategy agreement expired on March 31, 2019.

The Director of Planning, Property and Development is the Fund Manager.

Impact Fee - A fee imposed on new development to assist with the costs associated with accommodating and managing growth and development. On October 26, 2016, Council passed the Impact Fee By-Law (127/2016) which phases in the implementation of an Impact Fee over a three-year period.

The Impact Fee, which was established by Council on October 26, 2016 and which took effect on May 1, 2017, shall be increased or decreased by an amount equal to the rate of construction inflation or rate of construction deflation for the previous year, to a maximum of 5% per year.

On July 8, 2020, Manitoba Court of Queen’s Bench ruled that while the City has the power or authority to impose an impact fee generally, the by-law and resolution regarding the impact fees “imposes a constitutionally invalid indirect tax” and ordered the City to refund the fees paid together with any interest earned on the funds. As at December 31, 2020, all payments have been made in accordance with the Court Order, the refund process is complete, and the balance in the Impact Fee Reserve is \$nil.

Impact Fee Reserve - On October 26, 2016, Council approved the establishment of the Impact Fee Reserve to fund growth-related capital projects approved by the Chief Financial Officer with consideration to the input provided by the Impact Fee Working Group, as well as to pay the costs of administering the Impact Fee By-law and Reserve Fund. All funds generated by the impact fee are to be deposited into the Reserve. Use of the Impact Fee Reserve for purposes other than those set out in Council’s October 26, 2016 resolution require a 2/3 vote of Council.

On July 8, 2020, Manitoba Court of Queen’s Bench ruled that while the City has the power or authority to impose an impact fee generally, the by-law and resolution regarding the impact fees “imposes a constitutionally invalid indirect tax” and ordered the City to refund the fees paid together with any interest earned on the funds. As at December 31, 2020, all payments have been made in accordance with the Court Order, the refund process is complete, and the balance in the Impact Fee Reserve is \$nil.

The Chief Financial Officer is the Fund Manager.

In-Kind Contributions - see Grant (In-kind contributions).

Insect Control Reserve - On March 23, 2005, City Council approved the establishment of the Insect Control Reserve Fund. The purpose of the fund is to absorb unexpected costs for mosquito control in years where the City of Winnipeg experiences above average response levels.

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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.

Key Goals - Key Goals are provided for each service in the service-based budget, and represent the desired high-level outcomes for that service area.

Land Operating Reserve - City Council, on May 16, 1973, authorized the establishment of a Land Operating Reserve Fund to reduce the need for the issuance and sale of debentures in connection with the acquisition cost of properties for resale.

Disbursements from this Reserve are limited to the acquisition cost of properties for resale, and any other expenses directly related to the acquisition, sale and improvement of disposable City properties. Use of the Reserve's funds for any other purpose requires the authorization of City Council. This Reserve is maintained by the proceeds from the sale of City-owned properties and interest earned.

In accordance with City Council directives, 5% of the gross sales revenue is allocated to the Historical Building Program, another 5% of gross sales revenue is allocated to the Enhanced Land Marketing Program to finance those activities necessary to facilitate the sale of surplus lands and 15% is allocated to the Community Centre Renovation Grant Program annually, subject to Council approval.

City Council, on July 19, 1999, adopted a policy that in order to sustain the business operations supported by the Reserve, equity be allowed to accumulate within the Reserve sufficient to eliminate the inter-fund debt owing to the General Revenue Fund created in past years. Any surplus funds greater than the amount required for the purposes of the Land Operating Reserve Fund and meeting the annual budgeted transfer to the General Revenue Fund is to be transferred to the Commitment Reserve Fund.

The Director of Planning, Property and Development is the Fund Manager.

Glossary

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.

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.

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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 Multiple-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://mbnccanada.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 Fees is revenue related to municipal services that are billed for Urban Reserves and these fees are in lieu of property taxes.

Natural Gas Tax - The natural gas tax is legislated in Section 441 of The City of Winnipeg Charter. The rate charged is 2.5% for domestic consumption and 5% for commercial consumption, beyond the natural gas used for space heating purposes. If the dwelling unit is "primarily gas heating", a baseload is calculated based on consumption in June, July, and August. Gas tax is then applied to the lesser of actual consumption or baseload. If the dwelling unit is "primarily electric heat" then this tax is applied to the full consumption. The tax is calculated and levied by Manitoba Hydro and is remitted to the City of Winnipeg on a monthly basis.

Net Taxes Added - Are taxes added to the taxation roll after tax bill update (TBU). These supplemental taxes are billed based on the change in the assessed value for a given property. The Assessment and Taxation Department is allowed to issue supplemental tax bills for the current tax year and to January 1st of the prior year.

Not for Profit Organization - a club, society or association that is organized and operated exclusively for social welfare, civic improvement, pleasure or recreation or for any other purpose except profit.

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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 the cost for personnel, materials, equipment and other consumables required for a department to function and provide services.

OurWinnipeg - The City's strategic long-term planning document, adopted by Council on July 20, 2011, which establishes direction for the City and the steps that need to be taken along the way. Other documents, budgets, public capital works, programs, or developments initiated or approved by the City of Winnipeg will align with OurWinnipeg.

Pay-As-You-Go - A means of financing capital projects whereby the City pays for the projects from direct contributions from the current budget, from retained earnings, or from reserves established for capital purposes, rather than issuing external debt.

Payments in Lieu of Taxes - The federal and provincial governments, crown corporations, universities and City utilities do not have a legal obligation to pay property taxes; however an amount equivalent to the taxes is paid to the General Revenue Fund for City services by way of a payment in lieu of taxes.

Pedestrian and Cycling Program - provides recommendations for infrastructure projects, programs and studies identified in the Pedestrian and Cycling Strategies. Projects may include: new sidewalks on regional and non-regional streets, new multi-use paths, new bicycle routes, crossing control improvements, public education, awareness and promotion and partnership grants. All recommended projects support the key directions of the Pedestrian and Cycling Strategies.

Performance Measurement - Performance measurement is the process of collecting, analyzing and/or reporting information regarding the performance of an organization, service, system or component.

Permit Reserve - On March 20, 2007, City Council approved the establishment of the Permit Reserve Fund. The purpose of the Reserve is to mitigate revenue shortfalls and fund temporary staffing needs during busy periods through economic boom/bust cycles. The Reserve is also meant to provide a source of funds for service and system improvements. The Reserve is funded by the excess of permit revenue in the General Revenue Fund compared to budget in any given year. The balance in the Reserve is capped at \$3.0 million and any surplus funds over and above the cap are to be transferred to the General Revenue Fund.

On March 22, 2011, City Council approved the cap be revised to \$2.0 million and any surplus funds above the cap be transferred to the General Revenue Fund, reported in the Planning, Property and Development Department.

The Director of Planning, Property and Development is the Fund Manager.

Perpetual Maintenance Funds - (Brookside, St. Vital and Transcona Cemeteries) The terms of By-law No. 14725 of the former City of Winnipeg, passed on April 8, 1935, created a fund for the

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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, utilize up to 50% of the yearly earnings from the relevant Perpetual Maintenance Reserve to undertake improvements or maintenance on the cemetery."

The Director of Planning, Property and Development is the Funds Manager.

Property Tax Revenue - This is the money that the City bills the property owners in the City of Winnipeg to fund tax-supported expenditures. Property taxes are calculated by applying the municipal mill rate against the portioned assessment of your property. By definition, a mill is a one-thousandth part. For calculating taxes, one mill represents \$1.00 of taxes for every \$1,000.00 of portioned assessment.

Provision for Cost Variability ("Provision") - is an inter-fund transfer from the Municipal Accommodations Fund (Fund 554) to the City tax-supported fund (Fund 001). It represents a portion of market rents charged by Municipal Accommodations to its accommodation customers; that portion being the variance between market rent rates charged and the cost to provide and reinvest in the accommodations.

Public-Private Partnership (PPP or P3) - is a contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services. Although this can include almost any type of infrastructure or service, some of the more common P3 projects include hospitals, bridges, highways, new types of technology and new government buildings. Across Canada, P3s have become an increasingly prominent procurement vehicle for governments.

Regional Street Renewal Reserve - The Regional Street Renewal Reserve was established in 2014 to increase investment in regional streets and sidewalks. Funds from this reserve will be used annually to find the regional street component of the Regional and Local Street program and the repair, renewal and/or replacement of bridges.

A separate property tax increase will fund this new reserve each year to ensure a dedicated funding system for regional streets. Use of the Regional Street Renewal Reserve for purposes other than regional streets, sidewalk, and bridge renewals requires approval of 2/3 of City Council.

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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 below and a description for each one can be found in this glossary.

- 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
- Federal Gas Tax Revenue Reserve
- Financial Stabilization Reserve
- General Purpose Reserve
- Golf Course Reserve
- Heritage Investment Reserve
- Housing Rehabilitation Investment Reserve
- Impact Fee Reserve
- Insect Control Reserve
- Insurance Reserve
- Land Operating Reserve
- Landfill Rehabilitation Reserve
- Local Street Renewal Reserve
- Multi-Family Dwelling Tax Investment Reserve
- Permit Reserve
- Perpetual Maintenance Funds
- Regional Street Renewal Reserve
- Sewer System Rehabilitation Reserve
- Southwest Rapid Transit Corridor Reserve
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve
- Transit Bus Replacement Reserve
- 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.

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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

Sales of Goods and Services - Revenue category of fees charged to users for services provided on a fee for service basis by the City for the convenience and quality of life for residents. Generally the consumer can exercise choice on whether or not to consume the service. Examples include recreation and ambulance fees.

Self-Supporting Utility - The Water and Waste Utilities do not receive subsidies from the mill rate or tax supported budget.

Service (Internal) - Those services which are offered internally to one or more organizational units within the corporation in support of public service delivery.

Service (Public) - An operational concept where something of value is provided to individual members of the public, or defined members of the public (client set) or the public collectively.

Service-Based Budget (SBB) - Displays budget information (how much the service will cost and how the service is to be funded) and performance measures for services provided, including all components regardless of which unit or department delivers the service. The service-based budget is intended to provide more transparent reporting and a more direct link between the budgets provided and the services delivered.

Service Level Statistics - Are service-related metrics intended to reflect the amount of activity or services provided with the resources approved by City Council, as well as changing circumstances in the community or service industry that may impact the service.

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Sewer Services Revenue - This revenue is generated when the sewer rate is applied to the amount of water used as measured by the water meter, since most of it ends up as sewage. This money is used to collect, transport and treat sewage so that it meets environmental requirements before it is released to the Red and Assiniboine Rivers.

Sewer System Rehabilitation Reserve - On May 27, 1992, City Council authorized the establishment of the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve Funds. These Reserves were established for the renewal and rehabilitation of combined sewers and wastewater sewers, respectively, with funding provided from the frontage levy identified for this purpose in By-law 549/73 (amended by By-law 7138/97). The purpose of the Reserves was to provide a consistent approach to financing infrastructure renewal and rehabilitate combined sewers and to renew and rehabilitate wastewater sewers (as defined by the Sewer Utility By-law 5058/88).

The annual frontage levy funding was allocated by City Council between the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve in accordance with the capital program requirements.

On January 30, 2002, City Council passed By-law No. 7958/2002 "Frontage Levy By-law" to include the repair and replacement of streets and sidewalks in residential areas.

On September 27, 2006, City Council approved the consolidation of the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve Funds into the Sewer System Rehabilitation Reserve Fund, which was effective on October 1, 2006.

On December 15, 2009, City Council authorized, by way of approval of the Capital Budget, that effective 2009, frontage levy revenue collected on property taxes would no longer fund the Sewer System Rehabilitation Reserve as of 2011. Therefore, the Sewer System Rehabilitation Reserve is fully funded through sewer rates transferred from the Sewer Disposal System Fund as well as interest earned on the reserve fund balance.

The Director of Water and Waste is the Fund Manager.

Shared Health - Shared Health leads the planning and coordinates the integration of patient-centered clinical and preventive health services across Manitoba. The organization also delivers specific province-wide health services and supports centralized administrative and business functions for Manitoba health organizations.

Sinking Fund - A fund established by setting aside annual contributions or levies over a period of time to fund the repayment of long-term debt at maturity. The city administration manages the sinking fund contributions on sinking fund debentures.

Solid Waste Disposal Services Revenue - The service consists of several primary sources of revenue including tipping fees, waste diversion user fees and residential recycling revenue (a definition of each can be found in this glossary).

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

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account of public transit infrastructure, including the construction of rapid transit corridors contemplated in the future.

On October 22, 2008, City Council approved that the purpose of the Rapid Transit Infrastructure Reserve be revised to accumulate funds and subsequently expend on costs incurred on account of public transit infrastructure, including the operation and construction of the rapid transit infrastructure, structures and facilities, development, and other related costs including bus purchases, technology, personnel, and land acquisition.

On January 29, 2013, City Council approved that effective January 1, 2014 the reserve be renamed the Southwest Rapid Transit Corridor - Stage 2 Reserve. In addition the purpose has been revised to: a) accumulate capital funds and subsequently expend such funds on future costs incurred on account of public transit infrastructure, and more specifically, the construction of the Southwest Rapid Transit Corridor - Stage 2, and the purchase of vehicles associated with Stage 2, contemplated in the future; b) contribute to the proposed Jubilee Rapid Transit Station if net proceeds of the disposition of the subject City property are insufficient to cover the City's share, as approved by City Council on October 24, 2012; c) pay for any residual land acquisition settlements for the Southwest Rapid Transit Corridor - Stage 1 project; and d) pay for the ongoing replacement of the 10 buses purchased for the Southwest Rapid Transit Corridor Stage 1 project.

On March 23, 2015 City Council approved that the Reserve be renamed the Southwest Rapid Transit Corridor Reserve.

The Director of Transit is the Fund Manager.

Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve

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

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receive recommendations from Community Committees related to their respective responsibilities. Areas of responsibility are Finance; Infrastructure Renewal and Public Works; Innovation and Economic Development; Property and Development, Heritage and Downtown Development; Protection, Community Services and Parks; and Water and Waste, Riverbank Management and the Environment.

Strategy - Those steps taken in support of public and internal service goals.

Tax Penalty Interest - This revenue is generated from property and business tax accounts that are in arrears. Tax penalties are applied to tax accounts in arrears in accordance with the Tax Penalty By-law 5796/91 and the Tax Sale Penalty By-law 8157/2002.

Tax-Supported Services - Goods and services supplied by the City whose costs are supported, in whole or in part, by funds received through property tax revenues.

Tipping Fees - This revenue is generated from charging a per tonne rate to residential and commercial garbage delivered to the City landfills.

Transfers - Refers to transfers to and from reserves, departments, and/or funds.

Transfer to Capital - The mill rate supported funding source for capital projects. The transfer to capital amount is sourced from the general revenue (mill rate supported) fund and moved to the general capital fund to finance the City's capital priorities.

Transformative Fund - is a separate and distinct from the current Land Operating Reserve to be funded from the sale of assets (e.g. John Bloomberg golf course, re-purposed golf lands of up to 30%, buildings leased to third parties) and that this fund support investments that transform the delivery of services and reduces the City's infrastructure deficit with a focus on recreation, public green space as well as preservation, protection and enhancement of Winnipeg's tree canopy. The fund should also include a requirement that a majority of the proceeds deposited into this fund be reinvested with the area in which the funds were generated.

The Fund Manager is yet to be determined.

Transit Bus Replacement Reserve - On December 15, 1994, City Council approved the establishment of the Transit Bus Replacement Reserve Fund. The purpose of the Reserve is to provide financing for the replacement or refurbishment of transit buses in a scheduled and pragmatic manner. Contributions to this Reserve will be based on a budgeted appropriation from the Transit Department plus proceeds from the disposal of bus equipment and insurance claims on bus equipment written off. Upon the Transit Department making the outlay to replace or refurbish buses, this Reserve will contribute towards that purchase.

The Director of Transit is the Fund Manager.

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.

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Transit Service Fare Revenue - The revenue generated when the type or class of fare is applied to the applicable rider. There are different rates based on time period (i.e. single ride, weekly, monthly, etc), method (i.e. cash or e-card) and whether rider qualifies for a student, reduced or regular fare.

User Fees/Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Utility - A utility or public utility provides funding and maintains the infrastructure for and provides a rate based service that is consumed by the public such as water, wastewater, waste disposal, and public transportation.

Vacancy Management - Estimated savings derived from delaying the filling of vacant positions which were budgeted for.

Waste Diversion User Fee - This revenue is generated to fund new programs that provide residents with more ways to reduce, reuse and recycle. The fee is charged on a daily basis according to dwelling units and appears on the water bill.

Waste Diversion Reserve - On October 19, 2011, City Council approved the establishment of the Waste Diversion Reserve Fund for the purpose of funding waste diversion programs and projects. The reserve is to be funded by surplus monies collected through the waste diversion services user fee. The first transfer to the reserve occurred in 2013.

The Director of Water and Waste is the Fund Manager.

Water Service Sales Revenue - This revenue is generated when the water rate is applied to the amount of water used, as measured by the water meter. This covers the cost of bringing water from Shoal Lake to the consumer, including operating and maintaining the aqueduct, pumping stations, reservoirs, and distribution system.

Water Main Renewal Reserve - On February 18, 1981, City Council established this reserve fund for the purpose of financing the renewal of watermains. It was initially created by the transfer from the Waterworks System and funded through a frontage levy. Since 2009, the source of funding for the Water Main Renewal Reserve is water rates.

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

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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).

Workers Compensation Reserve - Under the terms of By-law No. 9802 of the former City of Winnipeg, provision was made for the establishment of a Workers Compensation Reserve Fund. On January 1, 1972, as a result of the amalgamation of the City of Winnipeg with former area municipalities, The Workers Compensation Reserve Fund was established in accordance with Section 338 of the former City of Winnipeg Act.

The City administers its workers compensation program on a self-insured basis. In lieu of paying premiums to the Workers Compensation Board of Manitoba, the City pays actual costs incurred plus an administration charge. Departments are charged actual costs as well as surcharges related to financing fatality pensions and upgrades of benefits. The net result is that costs and surcharges are transferred to/from the Workers Compensation Reserve Fund. The Workers Compensation Reserve Fund serves to counteract any budgetary fluctuation from year to year that would result from a work related incident of major proportions.

On April 29, 2015, Council approved an amendment to the purpose of the Workers Compensation Reserve

- 1) To include Permanent Partial Impairment awards for occupational disease claims and
- 2) That pension surplus/deficit from Workers Compensation Board be accounted for in the Workers Compensation Reserve.

The Corporate Controller is the Fund Manager.

