



2020 To 2023 Preliminary Operating and Capital Budgets

# Planning, Property and Development



Standing Policy Committee on Property and Development, Heritage and Downtown Development

March 11, 2020

# Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Preliminary Operating and Capital Budgets – Summary
3. Operating Budget
  - Operating Budget (Departmental or Service Based Basis)
  - Year over Year Variance Explanations
  - Operating Budget Options and Reductions
  - Salaries and benefits, FTEs, and vacancy management
  - Other Important Operating Budget Information
4. Capital Budget
  - Capital Investment Plan - Authorization
  - Capital Budget Options and Reductions
  - Capital Forecast to Submission Reconciliation
  - Other Important Capital Budget Information (not applicable)
5. Operating and Capital Budget Referrals (not applicable)
6. Questions

# Strategic Objectives, Priorities and Performance Measurement

## Strategic Objectives and Key Priorities

As presented to Standing Policy Committee on Property and Development, Heritage and Downtown Development, November 15, 2019

Source: OurWinnipeg

- Proper land use planning and development to ensure land use, transportation and infrastructure planning efforts are aligned to identify where growth will be accommodated and how it will be serviced.
- Orderly, sustainable development by promoting compact urban form and economical and environmentally-sound servicing.
- Efficient and focused civic administration through innovation and streamlining service delivery.
- Prudent management of real property assets .
- Develop and maintain an urban structure planning tool and use the urban structure framework as the basis for integrated transportation and infrastructure planning.
- Promote the extension of municipal services such as piped water, piped waste water, piped drainage and urban standard roadway, only in an environmentally- sound, economically and timely manner.
- Improve permitting and other regulatory processes to ensure projects meet national and local building codes, while recognizing advances in construction and development-related technologies.
- Continue to implement life-cycle costing for capital projects and consider all relevant financing and delivery options.



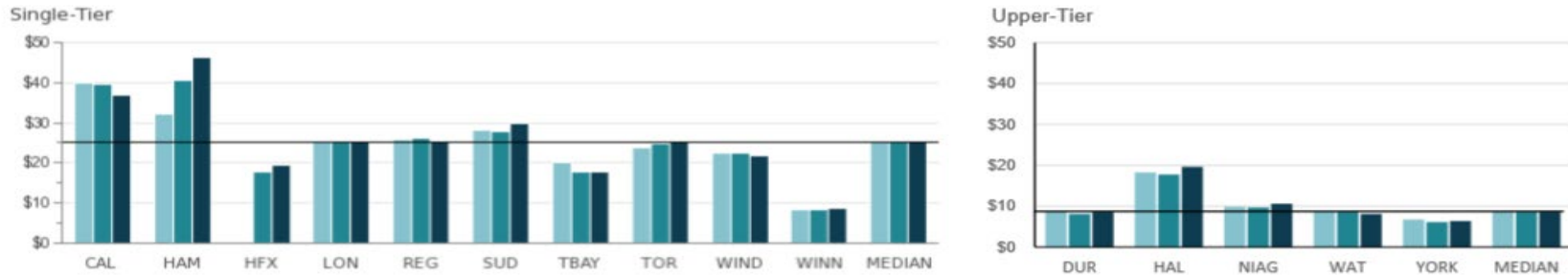
# Performance Measurement

As presented to Standing Policy Committee on Property and Development, Heritage and Downtown Development, November 15, 2019

## Planning

**Figure 24.1 Total Cost for Planning per Capita**

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



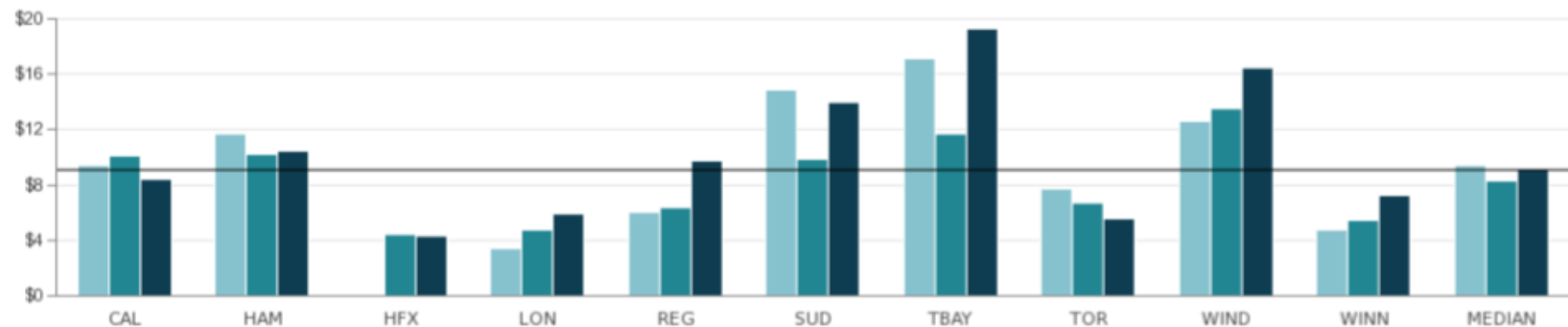
2016	\$39.97	\$32.22	N/A	\$25.60	\$25.78	\$28.06	\$20.22	\$23.72	\$22.55	\$8.43	\$25.60	\$8.66	\$18.27	\$9.86	\$8.62	\$6.75	\$8.66
2017	\$39.54	\$40.58	\$17.91	\$25.29	\$26.03	\$27.94	\$17.61	\$24.84	\$22.30	\$8.44	\$25.07	\$8.08	\$17.73	\$9.70	\$8.60	\$6.12	\$8.60
2018	\$37.02	\$46.32	\$19.29	\$25.28	\$25.24	\$29.73	\$17.63	\$25.40	\$21.77	\$8.69	\$25.26	\$8.60	\$19.64	\$10.60	\$8.08	\$6.37	\$8.60

Source: PLNG250T (Service Level)

## Building Permits & Inspections

**Figure 2.3 Operating Cost of Building Permits and Inspection Services per \$1,000 of Residential and ICI (Industrial, Commercial and Institutional) Construction Value**

This measure represents the operating costs associated with the provision of building permits and inspection services. The fluctuation in year over year results is impacted by the value of residential and ICI construction activity. **IMPORTANT:** In 2017, the definition for this measure was changed to exclude "other building permits". In most cases, the removal of "other building permits" was not material; however the variance between 2017 results and that of prior years may be due to this change.



2016	\$9.38	\$11.75	N/A	\$3.36	\$6.04	\$14.92	\$17.22	\$7.69	\$12.64	\$4.78	\$9.38
2017	\$10.11	\$10.17	\$4.45	\$4.72	\$6.38	\$9.93	\$11.72	\$6.65	\$13.48	\$5.49	\$8.29
2018	\$8.36	\$10.48	\$4.30	\$5.86	\$9.75	\$13.97	\$19.34	\$5.55	\$16.54	\$7.25	\$9.06

Source: BLDG325 (Efficiency) Formerly BLDG325M

Montreal: Does not track.

Sudbury: The result reflects near-double increase in construction value in 2017, mostly in the mining sector.

Thunder Bay: Overall downturn in permit activity.

Windsor: While the number of permits being issued is robust, the overall value of construction compared to previous years is significantly less due to the small size of the typical project, which has impacted the 2018 results.

# Strategic Objectives, Priorities and Performance Measurement

## Cemeteries

### Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>(in millions of \$)</b>	<b>Actual</b>	<b>Budget</b>	<b>Prelim Budget</b>	<b>Expl.</b>	<b>Projection</b>	<b>Projection</b>	<b>Projection</b>
Service revenue	1.953	1.760	1.780	1	1.817	1.855	1.894
Provincial funding (service specific)	-	-	-		-	-	-
<b>Revenues</b>	<b>1.953</b>	<b>1.760</b>	<b>1.780</b>		<b>1.817</b>	<b>1.855</b>	<b>1.894</b>
Salaries and benefits	1.736	1.732	1.710		1.742	1.776	1.808
Services	0.521	0.511	0.459		0.440	0.435	0.446
Materials, parts and supplies	0.194	0.100	0.129		0.132	0.133	0.133
Assets and purchases	0.003	0.007	0.007		0.007	0.007	0.004
Debt and finance charges	0.041	0.042	0.039		0.041	0.041	0.036
Grants, transfers and other	0.162	0.184	0.188		0.191	0.195	0.197
Recoveries	(0.026)	(0.040)	(0.040)		(0.040)	(0.040)	(0.041)
<b>Operating expenses</b>	<b>2.631</b>	<b>2.536</b>	<b>2.493</b>	<b>2.512</b>	<b>2.548</b>	<b>2.582</b>	
Transfer to Capital	-	0.243	0.250	0.238	-	-	
<b>Total Expenses</b>	<b>2.631</b>	<b>2.778</b>	<b>2.743</b>	<b>2.750</b>	<b>2.548</b>	<b>2.582</b>	
<b>Mill Rate Support/(Contribution)</b>	<b>0.679</b>	<b>1.018</b>	<b>0.963</b>	<b>0.933</b>	<b>0.693</b>	<b>0.688</b>	
Full-time Equivalent Positions	27	25	24	2	24	24	24

# Strategic Objectives, Priorities and Performance Measurement

## City Planning

### Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b>							
<b>(in millions of \$)</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Prelim Budget</b>	<b>Expl.</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Service revenue	0.007	0.316	0.001		0.001	0.001	0.001
Provincial funding (service specific)	-	-	-		-	-	-
<b>Revenues</b>	<b>0.007</b>	<b>0.316</b>	<b>0.001</b>	<b>1</b>	<b>0.001</b>	<b>0.001</b>	<b>0.001</b>
Salaries and benefits	1.657	1.894	1.970		2.030	2.049	2.093
Services	0.139	0.195	0.189		0.189	0.189	0.189
Materials, parts, and supplies	0.003	0.003	0.003		0.003	0.003	0.003
Assets and purchases	0.004	0.004	0.004		0.004	0.004	0.004
Debt and finance charges	0.028	0.034	0.029		0.031	0.031	0.031
Grants, transfers and other	0.324	0.041	0.058		0.058	0.058	0.058
Recoveries	(0.055)	(0.131)	(0.084)		(0.097)	(0.084)	(0.086)
<b>Operating expenses</b>	<b>2.100</b>	<b>2.040</b>	<b>2.167</b>		<b>2.218</b>	<b>2.248</b>	<b>2.291</b>
Transfer to Capital	-	0.122	0.272		0.035	0.068	0.048
<b>Total Expenses</b>	<b>2.100</b>	<b>2.162</b>	<b>2.440</b>	<b>2</b>	<b>2.252</b>	<b>2.317</b>	<b>2.339</b>
<b>Mill Rate Support/(Contribution)</b>	<b>2.093</b>	<b>1.846</b>	<b>2.439</b>		<b>2.252</b>	<b>2.316</b>	<b>2.339</b>
Full-time Equivalent Positions	17	21	20		20	19	19

# Strategic Objectives, Priorities and Performance Measurement

## Development Approvals, Building Permits and Inspections

### Contributing Departments

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

<b>Operating Budget</b> <b>(in millions of \$)</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Prelim Budget</b>	<b>Expl.</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Service revenue	27.881	28.779	29.020	1	29.697	30.143	30.695
Provincial funding (service specific)	-	-	-		-	-	-
<b>Revenues</b>	<b>27.881</b>	<b>28.779</b>	<b>29.020</b>		<b>29.697</b>	<b>30.143</b>	<b>30.695</b>
Salaries and benefits	18.008	17.886	17.901		18.312	18.113	17.908
Services	1.714	1.685	1.711		1.710	1.702	1.701
Materials, parts and supplies	0.088	0.101	0.099		0.099	0.099	0.099
Assets and purchases	0.084	0.081	0.081		0.081	0.081	0.081
Debt and finance charges	0.311	0.322	0.318		0.319	0.319	0.319
Grants, transfers and other	1.413	0.652	0.725		0.753	0.776	0.776
Recoveries	(0.487)	(0.421)	(0.377)		(0.384)	(0.381)	(0.384)
<b>Operating expenses</b>	<b>21.130</b>	<b>20.306</b>	<b>20.458</b>	<b>20.890</b>	<b>20.710</b>	<b>20.501</b>	
Transfer to Capital	-	0.180	0.239	0.079	0.068	0.048	
<b>Total Expenses</b>	<b>21.130</b>	<b>20.486</b>	<b>20.697</b>	<b>20.969</b>	<b>20.779</b>	<b>20.549</b>	
<b>Mill Rate Support/(Contribution)</b>	<b>(6.751)</b>	<b>(8.292)</b>	<b>(8.323)</b>	<b>(8.728)</b>	<b>(9.365)</b>	<b>(10.146)</b>	
Full-time Equivalent Positions	218	210	206	206	196	189	



# Strategic Objectives, Priorities and Performance Measurement

## Heritage Conservation

### Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b> <b>(in millions of \$)</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Preliminary Budget</b>	<b>Expl.</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Service revenue	0.003	0.120	-	1	-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
<b>Revenues</b>	<b>0.003</b>	<b>0.120</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>
Salaries and benefits	0.211	0.231	0.267		0.272	0.254	0.259
Services	0.010	0.012	0.012		0.012	0.012	0.012
Materials, parts, and supplies	0.001	0.001	0.001		0.001	0.001	0.001
Assets and purchases	0.000	0.000	0.000		0.000	0.000	0.000
Debt and finance charges	0.004	0.005	0.004		0.004	0.004	0.004
Grants, transfers and other	0.066	0.044	0.046		0.046	0.046	0.046
Recoveries	(0.034)	(0.028)	(0.029)		(0.038)	(0.027)	(0.028)
<b>Operating expenses</b>	<b>0.258</b>	<b>0.266</b>	<b>0.302</b>	<b>0.298</b>	<b>0.291</b>	<b>0.295</b>	
Transfer to Capital	-	0.043	0.164	0.011	0.026	0.018	
<b>Total Expenses</b>	<b>0.258</b>	<b>0.309</b>	<b>0.466</b>	<b>0.309</b>	<b>0.317</b>	<b>0.314</b>	
<b>Mill Rate Support/(Contribution)</b>	<b>0.255</b>	<b>0.189</b>	<b>0.466</b>	<b>0.309</b>	<b>0.317</b>	<b>0.314</b>	
Full-time Equivalent Positions	2	2	3	3	2	2	

# Strategic Objectives, Priorities and Performance Measurement

## Neighbourhood Revitalization

### Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b> <b>(in millions of \$)</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Prelim Budget</b>	<b>Expl.</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Service revenue	0.687	0.152	0.162	1	0.162	0.162	0.162
Provincial funding (service specific)	-	-	-		-	-	-
<b>Revenues</b>	<b>0.687</b>	<b>0.152</b>	<b>0.162</b>		<b>0.162</b>	<b>0.162</b>	<b>0.162</b>
Salaries and benefits	0.638	0.194	0.077		0.078	0.078	0.080
Services	0.702	0.677	0.653		0.653	0.653	0.653
Materials, parts, and supplies	0.003	0.002	0.000		0.000	0.000	0.000
Assets and purchases	0.001	0.000	0.000		0.000	0.000	0.000
Debt and finance charges	0.031	0.039	0.033		0.035	0.035	0.035
Grants, transfers and other	0.240	1.195	1.166		1.166	1.166	1.166
Recoveries	(0.010)	(0.016)	(0.016)		(0.016)	(0.016)	(0.017)
<b>Operating expenses</b>	<b>1.606</b>	<b>2.091</b>	<b>1.913</b>	<b>1.916</b>	<b>1.917</b>	<b>1.918</b>	
Transfer to Capital	-	-	-	-	-	-	
<b>Total Expenses</b>	<b>1.606</b>	<b>2.091</b>	<b>1.913</b>	<b>1.916</b>	<b>1.917</b>	<b>1.918</b>	
<b>Mill Rate Support/(Contribution)</b>	<b>0.919</b>	<b>1.939</b>	<b>1.751</b>	<b>1.754</b>	<b>1.754</b>	<b>1.756</b>	
Full-time Equivalent Positions	8	2	1	2	1	1	1

# Strategic Objectives, Priorities and Performance Measurement

## Property Asset Management - Tax Supported

### Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b> (in millions of \$)	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Prelim Budget</b>	<b>Expl.</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Service Revenue	14.603	13.406	18.421		14.253	14.493	14.794
Provincial funding (service specific)	-	-	-		-	-	-
<b>Revenues</b>	<b>14.603</b>	<b>13.406</b>	<b>18.421</b>	<b>1</b>	<b>14.253</b>	<b>14.493</b>	<b>14.794</b>
Salaries and benefits	3.302	4.098	4.275		4.378	4.409	4.513
Services	0.225	0.855	0.847		0.847	0.847	0.847
Materials, parts, and supplies	0.011	0.013	0.013		0.013	0.013	0.013
Assets and purchases	0.022	0.023	0.023		0.023	0.023	0.023
Debt and finance charges	0.039	0.618	0.610		0.613	0.613	0.613
Grants, transfers and other	7.269	8.761	8.805		8.369	8.341	8.365
Recoveries	(1.266)	(1.693)	(1.709)		(1.721)	(1.737)	(1.750)
<b>Operating expenses</b>	<b>9.603</b>	<b>12.675</b>	<b>12.864</b>		<b>12.521</b>	<b>12.510</b>	<b>12.624</b>
Transfer to Capital	-	0.049	0.039		0.037	-	-
<b>Total Expenses</b>	<b>9.603</b>	<b>12.724</b>	<b>12.904</b>	<b>2</b>	<b>12.558</b>	<b>12.510</b>	<b>12.624</b>
<b>Mill Rate Support/(Contribution)</b>	<b>(5.000)</b>	<b>(0.682)</b>	<b>(5.518)</b>		<b>(1.695)</b>	<b>(1.984)</b>	<b>(2.169)</b>
Full-time Equivalent Positions	39	46	47		47	45	45

# Strategic Objectives, Priorities and Performance Measurement

## Key projects

1. OurWinnipeg Update
2. Launch of Digital Permit Processing capital project
3. Continued refurbishment of the Field of Honour at Brookside Cemetery
4. Infill Strategy development
5. The Forks/Railside Development



# 2020 Preliminary Operating and Capital Budgets

1. Operating Budget – Annual year over year budget growth rates (%) based on 2019 expenditures

	4-Year Average
EPC Target to balance the budget	0%
Operating Options Presented to Committee in Fall 2019 *	0%
<b>Preliminary Budget</b>	<b>0%</b>

## 2. Cash to Capital Funding Levels

	2020	2021	2022	2023	2024	2025
Presented to Committee in Fall 2019 *	0.706	0.473	0.326	0.228	0.337	0.302
<b>Preliminary Budget</b>	<b>1.906</b>	<b>0.473</b>	<b>0.326</b>	<b>0.228</b>	<b>0.337</b>	<b>0.302</b>

\*Restated to exclude Economic Development and Waterways

# 2020 Preliminary Operating and Capital Budgets

## Reserve Balance Summary\*

Financial Projections (\$000's)	2019 Forecast	2020 Budget	2021 Proj	2022 Proj	2023 Proj
Heritage Investment Reserve	(190)	35	1	15	28
Housing Rehabilitation Investment Reserve	1,556	1,372	1,236	1,099	961
Contribution in-Lieu of Land Dedication Reserve Fund	8,094	8,242	8,390	8,540	8,692
Land Operating Reserve	29,005	29,075	30,549	34,750	39,210
Multi-Family Dwelling Tax Investment Reserve	391	674	1,292	1,836	2,585
Perpetual Maintenance Reserves	19,814	20,279	20,775	21,283	21,803
Permit Reserve	2,000	800	-	-	-

\*Excludes Economic Development Investment Reserve

# Operating Budget (Departmental)\*

<b>2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$</b>	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
REGULATION FEES	26.223	28.031	28.800	0.769			29.474	29.917	30.465	
SALE OF GOODS & SERV	3.782	4.824	4.937	0.113			5.036	5.137	5.240	
TRANSFERS	15.913	12.056	15.435	3.379			11.205	11.383	11.619	
OTHER REVENUE	0.021	0.160	0.153	-0.007			0.156	0.159	0.162	
<b>TOTAL REVENUE</b>	<b>45.940</b>	<b>45.071</b>	<b>49.326</b>	<b>4.254</b>	<b>9%</b>	<b>1</b>	<b>45.871</b>	<b>46.596</b>	<b>47.486</b>	<b>2%</b>
SALARIES & BENEFITS	26.026	27.001	27.493	0.492			28.133	27.891	27.902	
SERVICES	3.277	3.978	3.928	-0.049			3.907	3.896	3.904	
MATS PARTS & SUPPL	0.296	0.215	0.243	0.028			0.246	0.247	0.247	
ASSETS & PURCHASES	0.112	0.118	0.118	0.000			0.118	0.118	0.114	
GRANTS TRSF & OTH	12.290	11.664	11.823	0.160			11.418	11.418	11.444	
RECOVERIES	-1.898	-2.516	-2.448	0.069			-2.543	-2.473	-2.498	
<b>TOTAL OPERATIONAL EXPENDITURES</b>	<b>40.104</b>	<b>40.459</b>	<b>41.158</b>	<b>0.698</b>	<b>2%</b>		<b>41.279</b>	<b>41.096</b>	<b>41.112</b>	<b>0%</b>
DEBT & FIN CHARGES	0.705	1.374	1.297	-0.077			1.328	1.327	1.322	
TRANSFER TO CAPITAL	0.000	0.915	1.906	0.991			0.473	0.326	0.228	
<b>TOTAL EXPENDITURES</b>	<b>40.809</b>	<b>42.749</b>	<b>44.361</b>	<b>1.612</b>	<b>4%</b>	<b>2</b>	<b>43.079</b>	<b>42.750</b>	<b>42.662</b>	<b>1%</b>
<b>Mill Rate Contribution / (Support)</b>	<b>-5.131</b>	<b>-2.323</b>	<b>-4.965</b>	<b>-2.642</b>			<b>-2.792</b>	<b>-3.846</b>	<b>-4.824</b>	

Total Operational Expenditures (before capital related expenditures) Year over Year % change **2%** **0%** **0%** **0%**

Total Expenditures year over Year % Change **4%** **-3%** **-1%** **0%**

\*Restated to exclude Economic Development and Waterways

# Year over Year Variance Explanations\*

(in millions)

Year over year increase / (decrease)	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
<i>1) Revenue change due to the following:</i>				
Increase/(decrease) in transfer from Land Operating Reserve to offset mill rate support	4.000	(3.000)	-	-
Increase/(decrease) in transfer from Municipal Accommodations for the Provision	0.934	(1.238)	0.170	0.228
Increase in regulation fees - building, electrical, mechanical due to inflation	0.743	0.652	0.421	0.526
Increase in Transfer from Housing Reserve to fund MHRC grant	0.162	-	-	-
Decrease in transfer from Multi-Family Dwelling Tax Investment Reserve to offset mill rate support	(1.500)	-	-	-
Decrease in transfer from Permit Reserve to offset permit process improvement costs	(0.203)	-	-	-
Miscellaneous adjustments	0.118	0.130	0.135	0.136
<b>Net Revenue Change</b>	<b>\$ 4.254</b>	<b>\$ (3.455)</b>	<b>\$ 0.725</b>	<b>\$ 0.890</b>
<i>2) Expenditure change due to the following:</i>				
Increase/(decrease) in transfer to Capital due to revised funding sources	0.991	(1.433)	(0.147)	(0.098)
Increase/(decrease) in salaries and benefits due to collective agreements net of FTE reductions	0.492	0.640	(0.241)	0.010
Increase/(decrease) in transfer to Municipal Accommodations due to a decrease/increase in space utilization and leased premises costs	0.245	(0.452)	(0.028)	0.008
Miscellaneous adjustments	(0.116)	(0.036)	0.087	(0.007)
<b>Net Expenditure Change</b>	<b>\$ 1.612</b>	<b>\$ (1.282)</b>	<b>\$ (0.329)</b>	<b>\$ (0.088)</b>

\*Restated to exclude Economic Development and Waterways



# Operating Budget Options

Options presented to SPC / Board vs. Preliminary Budget	Total 4-year Proposal*	Total 4-Year Preliminary Budget	Explanation
a. Eliminate positions: Cemeteries Customer Service Representative, Finance Clerk, Neighbourhood Economic Development Officer (NEDO) and Commercial Inspector.	(1.235)	(0.854)	Budget reduction. Preliminary budget includes NEDO position, a portion of which is funded by a recovery from the BIZs.
b. Elimination of operating grant to Winnipeg Housing Rehabilitation Corporation (WHRC) option presented to SPC. Preliminary budget includes a reduced WHRC grant, which is funded by a transfer from the Housing Rehabilitation Investment Reserve.	(0.720)	(0.102)	Budget reduction. Preliminary budget includes grants to WHRC, Festival Du Voyageur and Heritage Winnipeg Corporation, all of which are reduced by 10% from 2019 amounts.
d. Eliminate Zoning Field Officer positions.	(0.257)	(0.257)	Budget reduction
e. Eliminate positions: Park Planner, five Permit Intake Scanning Clerks, three Housing Inspectors, two Technical Assistants, Historical Buildings Officer (offset by recovery from Heritage Investment Reserve) and Real Estate Officer.	(1.648)	(1.626)	Budget reduction
f. Eliminate positions: two supervisory positions, two Permit Technicians & three Inspections Scheduling Clerks and a Clerk B - Zoning & Permits.	(0.542)	(0.542)	Budget reduction
g. Fleet adjustments	-	(0.164)	Budget reduction
h. Municipal Accommodations Expenditure Reductions	(0.890)	(1.338)	Budget reduction
<b>Total Adjustments</b>	<b>(5.292)</b>	<b>(4.882)</b>	

\*Restated to exclude Economic Development and Waterways

# Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management \*

## 2020 - 2023 Preliminary Operating Budget

	2019 Adopted Budget	2020 Preliminary Budget	Increase / (Decrease)	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
<b>Full Time Equivalents (number of FTEs)</b>	321.08	317.33	(3.75)	317.08	303.75	296.16
<b>Salaries &amp; Benefits (in millions of \$)</b>	\$ 26.6	\$ 27.7	\$ 1.1	\$ 28.6	\$ 28.5	\$ 28.5
<b>Vacancy Management included in Salaries &amp; Benefits (in millions of \$)</b>	\$ (0.532)	\$ (28.411)	\$ (27.879)	\$ (28.411)	\$ (28.411)	\$ (28.411)

### FTE Reductions by 2023 In Comparison to 2019 Budgeted FTEs

	2023
<b>Vacant Positions</b>	(8.67)
<b>Filled Positions</b>	(16.25)
<b>Total FTE reductions</b>	(24.92)

\*Restated to exclude Economic Development and Waterways

# Other Important Operating Budget Information

- The Planning, Property and Development Department staff complement includes two (2) Asset Management Office FTE's, the cost of which must be recovered from the Capital Budget.
- Diminished Capital Budget in the 2021 to 2025 Five-Year Forecast period limits capacity for recovery of costs.

# Capital Budget\*

## PLANNING, PROPERTY AND DEVELOPMENT - GENERAL CAPITAL FUND

### Capital Investment Plan - Authorization

(\$000's)

#### Authorization

#### List of Capital Projects:

	2019	2020	Forecast				6-Year Total	
	Adopted Budget	Estimate	2021	2022	2023	2024		2025
1 Computer Automation	133	106	100	-	-	100	-	306
2 Cemeteries - Improvements	940	1,048	936	150	-	-	-	2,134
3 Downtown Enhancement Program	333	200	-	100	228	237	151	916
4 BIZ Zones, Image Routes and Neighbourhood Main Streets	332	152	-	126	-	-	151	429
5 Public Art Strategy	250	200	-	-	-	-	-	200
6 Developer Payback	292	-	137	100	-	-	-	237
8 Golf Services Review and Recreation Amenities (formerly Golf Course Amenities)	-	1,000	-	-	-	-	-	1,000
9 Digital Permitting	-	1,215	1,947	1,019	-	-	-	4,181
<b>TOTAL CAPITAL PROJECTS</b>	<b>2,280</b>	<b>3,921</b>	<b>3,120</b>	<b>1,495</b>	<b>228</b>	<b>337</b>	<b>302</b>	<b>9,403</b>

\*Excludes Riverbank Greenways and Riverbank Stabilization Capital Programs



# Capital Budget Options

Options Presented to SPC / Board * vs. Preliminary Budget	Total 6-year Proposal	Total 6-year Preliminary Budget	Explanation
a. Reduce Compter Automation program.	(156)	(156)	Budget reduction included in the 6-year program.
c. Reduce Cemeteries - Improvements	(958)	(958)	Budget reduction included in the 6-year program.
c. Reduce Downtown Enhancement program	(516)	(316)	Budget reduction included in the 6-year program.
d. Reduce BIZ Zones, Image Routes and Neighbourhood Main Streets program	(802)	(802)	Budget reduction included in the 6-year program.
e. Eliminate Public Art Strategy	(2,500)	(2,500)	Budget elimination included in the 6-year program.
f. Eliminate Land Acquisition for General Unspecified Purposes program	(555)	(555)	Budget elimination included in the 6-year program.
g. Reduce Developer Paybacks	(1,035)	(1,035)	Budget reduction included in the 6-year program.
h. Create Golf Services Review and Recreation Amenities (formerly Golf Course Amenities)	-	1,000	Budget increase included in the 2020 program, transferred from Golf Services SOA capital.
i. Create Digital Permitting	-	4,181	Budget increase included in the 6-year program funded by the Permit Reserve.

\*Restated to exclude Riverbank Greenways and Riverbank Stabilization Capital Programs

# Capital Forecast to Preliminary Budget Reconciliation

<b>CHANGES FROM CAPITAL FORECAST</b> <i>(in Thousands of \$)</i>	<b>ADOPTED BUDGET *</b>	<b>ADOPTED IN PRINCIPLE FORECAST</b>	<b>CHANGES</b>	<b>PRELIM BUDGET</b>
<b>CAPITAL PROJECTS LISTING</b>	<b>2019</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>
<b><u>PLANNING, PROPERTY AND DEVELOPMENT</u></b>				
Computer Automation	133	119	(13)	106
Cemeteries - Improvements	940	1,048		1,048
Downtown Enhancement Program	333	200		200
BIZ Zones, Image Routes and Neighbourhood Main Streets	332	200	(48)	152
Public Art Strategy	250	250	(50)	200
Land Acquisition for General Unspecified Purposes				
Developer Payback	292	274	(274)	
Golf Services Review and Recreation Amenities (formerly Golf Course Amenities)			1,000	1,000
Digital Permitting			1,215	1,215
<b>TOTAL PLANNING, PROPERTY AND DEVELOPMENT</b>	<b>2,280</b>	<b>2,091</b>	<b>1,830</b>	<b>3,921</b>

\*Restated to exclude Riverbank Greenways and Riverbank Stabilization Capital Programs

# Capital Forecast to Preliminary Budget Reconciliation

<b>CHANGES FROM CAPITAL FORECAST</b> <i>(in Thousands of \$)</i>	ADOPTED		PRELIM	ADOPTED		PRELIM
	IN PRINCIPLE FORECAST	CHANGES	FORECAST	IN PRINCIPLE FORECAST	CHANGES	FORECAST
<b>CAPITAL PROJECTS LISTING</b>	2021	2021	2021	2022	2022	2022
<b><u>PLANNING, PROPERTY AND</u></b>						
Computer Automation	143	(43)	100			
Cemeteries - Improvements	936		936	386	(236)	150
Downtown Enhancement Program	200	(200)		200	(100)	100
BIZ Zones, Image Routes and Neighbourhood Main Streets	200	(200)		200	(74)	126
Public Art Strategy	500	(500)		500	(500)	
Land Acquisition for General Unspecified Purposes				256	(256)	
Developer Payback	280	(143)	137	281	(181)	100
Golf Services Review and Recreation Amenities (formerly Golf Course Amenities)						
Digital Permitting		1,947	1,947		1,019	1,019
<b>TOTAL PLANNING, PROPERTY AND DEVELOPMENT</b>	<b>2,259</b>	<b>861</b>	<b>3,120</b>	<b>1,823</b>	<b>(328)</b>	<b>1,495</b>

# Capital Forecast to Preliminary Budget Reconciliation

<b>CHANGES FROM CAPITAL FORECAST</b> <i>(in Thousands of \$)</i>	ADOPTED IN PRINCIPLE FORECAST	CHANGES	PRELIM FORECAST	ADOPTED IN PRINCIPLE FORECAST	CHANGES	PRELIM FORECAST	PRELIM FORECAST	6 YEAR TOTAL
	2023	2023	2023	2024	2024	2024	2025	2020-2025
<b><u>CAPITAL PROJECTS LISTING</u></b>								
<b><u>PLANNING, PROPERTY AND</u></b>								
<b><u>DEVELOPMENT</u></b>								
Computer Automation				100		100		306
Cemeteries - Improvements	242	(242)		240	(240)			2,134
Downtown Enhancement Program	200	28	228	227	10	237	151	916
BIZ Zones, Image Routes and Neighbourhood Main Streets	200	(200)		226	(226)		151	429
Public Art Strategy	500	(500)		500	(500)			200
Land Acquisition for General Unspecified Purposes				199	(199)			
Developer Payback				225	(225)			237
Golf Services Review and Recreation Amenities (formerly Golf Course Amenities)								1,000
Digital Permitting								4,181
<b>TOTAL PLANNING, PROPERTY AND DEVELOPMENT</b>	<b>1,142</b>	<b>(914)</b>	<b>228</b>	<b>1,717</b>	<b>(1,380)</b>	<b>337</b>	<b>302</b>	<b>9,403</b>

# Questions?





2020 To 2023 Preliminary Operating and Capital Budgets

# Planning, Property and Development – Municipal Accommodations



Standing Policy Committee on Property and Development, Heritage and Downtown Development

March 11, 2020

# Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Preliminary Operating and Capital Budgets – Summary
3. Operating Budget
  - Operating Budget (Departmental or Service Based Basis)
  - Year over Year Variance Explanations
  - Operating Budget Options and Reductions
  - Salaries and benefits, FTEs, and vacancy management
  - Other Important Operating Budget Information (not applicable)
4. Capital Budget
  - Capital Investment Plan - Authorization
  - Capital Budget Options and Reductions
  - Capital Forecast to Submission Reconciliation
  - Other Important Capital Budget Information
5. Operating and Capital Budget Referrals (not applicable)
6. Questions



# Strategic Objectives, Priorities and Performance Measurement

## Strategic Objectives and Key Priorities

As presented to Standing Policy Committee Property and Development, Heritage and Downtown Development, November 15, 2019

Source: 2020 Community Trends and Performance Report, Volume 1

- Optimize infrastructure condition through a Physical Asset Management Program for City buildings.
- Provide effective facilities management.
- Develop and implement environmental stewardship policies and programs to guide the management and maintenance of all new and existing City facilities.

Source: Asset Management Plan, Section 3 – State of Local Infrastructure

- Act as the building advocate providing asset management, identifying need and remedial strategies required in order to preserve the City's buildings for current and future needs of the citizens of Winnipeg.
- Accommodations Planning – assist with planning for future accommodation and rationalization of existing accommodations for the Civic Building portfolio.
- Provide design, construction, and project management services, associated with new construction, conversion, and renovation projects and programs.
- Plan, implement, and administer the maintenance or upgrades of HVAC, mechanical, structural, locksmith, envelope, or electrical required to conform to any existing code and legislative requirements to meet customer needs.

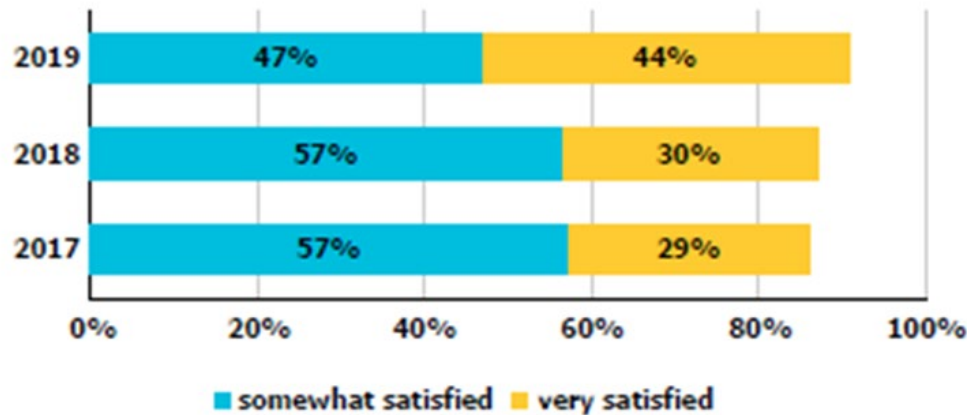
# Performance Measurement

As presented to Standing Policy Committee Property and Development, Heritage and Downtown Development, November 15, 2019

## Citizen Satisfaction with Overall City Services

### Effectiveness Measurements

#### Citizen Satisfaction with the Condition of Recreation Facilities



For those respondents who use City recreation facilities, 91% of citizens surveyed were either satisfied or very satisfied with the condition of recreation facilities in 2019.

This question refers to City of Winnipeg operated facilities only and does not include community centre facilities.

	2015	2016	2017	2018	2019
<b>Total Satisfied</b>	82%	82%	86%	87%	91%

Source: City of Winnipeg Annual Citizen Survey

# Strategic Objectives, Priorities and Performance Measurement

## Property Asset Management - Municipal Accommodations

### Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b> <b>(in millions of \$)</b>	<b>2018 Actual</b>	<b>2019 Budget</b>	<b>2020 Prelim Budget</b>	<b>Expl.</b>	<b>2021 Projection</b>	<b>2022 Projection</b>	<b>2023 Projection</b>
Service revenue	70.773	72.083	72.048	1	71.696	72.508	74.196
Provincial funding (service specific)	0.357	0.359	0.359		0.359	0.359	0.359
<b>Revenues</b>	<b>71.130</b>	<b>72.443</b>	<b>72.407</b>		<b>72.055</b>	<b>72.867</b>	<b>74.555</b>
Salaries and benefits	20.275	20.441	20.718		21.001	21.432	21.677
Services	26.280	30.486	30.266		29.720	30.153	31.419
Materials, parts, supplies	7.877	6.250	6.209		6.213	6.283	6.351
Assets and purchases	0.018	0.030	0.030		0.030	0.030	0.030
Debt and finance charges	4.753	4.829	4.866		5.009	5.019	5.019
Grants, transfers and other	14.621	11.411	12.170		10.938	11.107	11.336
Recoveries	(3.707)	(3.260)	(3.020)		(3.035)	(3.044)	(3.053)
<b>Operating expenses</b>	<b>70.118</b>	<b>70.187</b>	<b>71.238</b>	<b>69.877</b>	<b>70.980</b>	<b>72.779</b>	
Transfer to Capital	1.012	2.256	1.169	2.178	1.887	1.776	
<b>Total Expenses</b>	<b>71.130</b>	<b>72.443</b>	<b>72.407</b>	<b>72.055</b>	<b>72.867</b>	<b>74.555</b>	
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Full-time Equivalent Positions	281	289	286		286	286	285

# Strategic Objectives, Priorities and Performance Measurement

## Key projects

- Build healthy communities via:
  - Customer responsiveness
  - Optimized asset delivery
- Continued implementation of operational efficiencies
- Supporting political priorities and initiatives
- Develop a Strategic Facilities Master Plan (SFMP) to guide asset decisions for the next 25 years
- Protecting the City's infrastructure assets for which the Department has responsibility
- Invest in assets in compliance with regulatory requirements and safety protocols
- Ensuring critical capabilities are maintained to support civic service delivery

# 2020 Preliminary Operating and Capital Budgets

1. Operating Budget – Annual year over year budget growth rates (%) based on 2019 expenditures

	4-Year Average
EPC Target to balance the budget	0%
Operating Options Presented to Committee in Fall 2019	1%
<b>Preliminary Budget</b>	<b>1%</b>

2. Cash to Capital Funding Levels

	2020	2021	2022	2023	2024	2025
Presented to Committee in Fall 2019	0.113	1.122	0.632	-	-	0.943
<b>Preliminary Budget</b>	<b>1.169</b>	<b>2.178</b>	<b>1.887</b>	<b>1.776</b>	<b>-</b>	<b>0.943</b>

# Operating Budget (Departmental)

<b>2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$</b>	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	0.357	0.359	0.359	0.000			0.359	0.359	0.359	
SALE OF GOODS & SERV	1.827	0.077	0.077	0.000			0.077	0.077	0.077	
TRANSFERS	68.801	71.971	71.936	-0.036			71.583	72.396	74.084	
OTHER REVENUE	0.146	0.035	0.035	0.000			0.050	0.030	0.030	
<b>TOTAL REVENUE</b>	<b>71.130</b>	<b>72.443</b>	<b>72.407</b>	<b>-0.036</b>	<b>0%</b>	<b>1</b>	<b>72.070</b>	<b>72.862</b>	<b>74.550</b>	<b>1%</b>
SALARIES & BENEFITS	20.275	20.441	20.718	0.276			21.001	21.432	21.677	
SERVICES	26.280	30.486	30.266	-0.220			29.720	30.153	31.419	
MATS PARTS & SUPPL	7.877	6.250	6.209	-0.041			6.213	6.283	6.351	
ASSETS & PURCHASES	0.018	0.030	0.030	0.000			0.030	0.030	0.030	
GRANTS TRSF & OTH	14.621	11.888	12.170	0.282			10.938	11.107	11.336	
RECOVERIES	-3.707	-3.260	-3.020	0.240			-3.035	-3.044	-3.053	
<b>TOTAL OPERATIONAL EXPENDITURES</b>	<b>65.365</b>	<b>65.835</b>	<b>66.372</b>	<b>0.537</b>	<b>1%</b>		<b>64.867</b>	<b>65.961</b>	<b>67.760</b>	<b>1%</b>
DEBT & FIN CHARGES	4.753	4.829	4.866	0.037			5.009	5.019	5.019	
TRANSFER TO CAPITAL	1.012	1.779	1.169	-0.610			2.178	1.887	1.776	
<b>TOTAL EXPENDITURES</b>	<b>71.130</b>	<b>72.443</b>	<b>72.407</b>	<b>-0.036</b>	<b>0%</b>	<b>2</b>	<b>72.055</b>	<b>72.867</b>	<b>74.555</b>	<b>1%</b>
<b>Mill Rate Contribution / (Support)*</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>			<b>0.015</b>	<b>-0.005</b>	<b>-0.005</b>	

Total Operational Expenditures (before capital related expenditures) Year over Year % change	<b>1%</b>	<b>-2%</b>	<b>2%</b>	<b>3%</b>
Total Expenditures year over Year % Change	<b>0%</b>	<b>0%</b>	<b>1%</b>	<b>2%</b>

# Year over Year Variance Explanations

(in millions)				
Year over year increase / (decrease)	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
<i>1) Revenue change due to the following:</i>				
Increase in transfer from Community Services for facilities operations and maintenance	0.720	0.407	0.531	0.464
Increase/(Decrease) in transfer from General Revenue Fund for accommodation charges	0.225	(0.673)	0.229	1.181
Decrease in transfer from Community Services for capital due to reduction of capital program	(0.477)	-	-	-
Decrease in transfer from Municipal Accommodations	(0.181)	-	-	-
(Decrease)/Increase in transfer from Parks and Open Spaces	(0.138)	-	0.040	0.040
Other	(0.186)	(0.087)	0.014	0.003
<b>Net Revenue Change</b>	<b>\$ (0.036)</b>	<b>\$ (0.352)</b>	<b>\$ 0.813</b>	<b>\$ 1.688</b>
<i>2) Expenditure change due to the following:</i>				
Increase in transfer to General Revenue Fund (Provision) due primarily to decrease in cash-to-capital	0.934	-	-	0.229
Decrease in transfer to General Revenue Fund (Provision) due primarily to decrease in transfer from General Revenue Fund for accommodation charges	-	(1.248)	-	-
Increase in salary and benefits per collective agreements net of position deletions	0.276	0.284	0.431	0.245
Increase (Decrease) in transfer to General Capital Fund	(1.087)	1.009	(0.121)	(0.111)
Decrease in real property repairs and maintenance	(0.187)	(0.507)	-	-
Increase in utilities due to inflation and projected rate increases	-	0.243	0.393	0.222
Increase in Police HQ specialty maintenance (UPS)	-	-	-	0.974
Other	0.027	(0.133)	0.110	0.129
<b>Net Expenditure Change</b>	<b>\$ (0.036)</b>	<b>\$ (0.352)</b>	<b>\$ 0.813</b>	<b>\$ 1.688</b>



# Operating Budget Options

Options Presented to SPC / Board vs. Preliminary Budget	<i>Total 4-year Proposal</i>	Total 4-year Preliminary Budget	Explanation
<b>Options to Achieve Operating Budget Target:</b>			
a. Eliminate two Project Officer positions (one is offset by recoveries from capital)	<b>(0.337)</b>	<b>(0.337)</b>	Budget reduction
b. Eliminate supervisory position	<b>(0.151)</b>	<b>(0.151)</b>	Budget reduction
c. Defer repairs and maintenance of building portfolio assets	<b>(0.402)</b>	<b>(0.423)</b>	Budget reduction
d. Misc Fleet adjustments	-	<b>(0.427)</b>	Budget reduction
<b>Total Adjustments</b>	<b>(0.890)</b>	<b>(1.338)</b>	

# Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management

## 2020 - 2023 Preliminary Operating Budget

	2019 Adopted Budget	2020 Preliminary Budget	Increase / (Decrease)	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
<b>Full Time Equivalents</b> <i>(number of FTEs)</i>	289.43	286.19	(3.24)	286.19	286.19	285.19
<b>Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ 20.4	\$ 20.7	\$ 0.3	\$ 21.0	\$ 21.4	\$ 21.7
<b>Vacancy Management included in Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ (0.777)	\$ (1.161)	\$ (0.384)	\$ (1.176)	\$ (1.195)	\$ (1.214)

### FTE Reductions by 2023 In Comparison to 2019 Budgeted FTEs

	2023
<b>Vacant Positions</b>	(3.24)
<b>Filled Positions</b>	(1.00)
<b>Total FTE reductions</b>	(4.24)

# Other Important Operating Budget Information

- Municipal Accommodations staff complement includes four (4) Asset Management Office FTE's, the cost of which must be recovered from the Capital Budget.
- Diminished Capital Budget in the 2021 to 2025 Five-Year Forecast period limits capacity for recovery of costs.

# Capital Budget

## PLANNING, PROPERTY AND DEVELOPMENT - MUNICIPAL ACCOMMODATIONS FUND

### Capital Investment Plan - Authorization

(\$000's)

#### Authorization

#### List of Capital Projects:

- 1 General Building Renovation and Refurbishing
- 2 Public Safety Building and Civic Centre Parkade
- 3 Accommodation Facilities
- 4 Fire / Life Safety / Regulatory Upgrades
- 5 Energy Conservation
- 6 Historic Buildings
- 7 Generator Set Replacement and Upgrades
- 8 Security / Building Automation System Initiatives
- 9 Community Centres - Refurbishing and Improvements
- 10 Arenas
- 11 Indoor Aquatic Facilities
- 12 Outdoor Aquatic Facilities
- 13 Recreation & Leisure Centres
- 14 Building Asset / Work Management Program
- 15 UFF - Hockey Pen Light Standard Replacement
- 16 City-Wide Accessibility Program
- 17 Transcona Centennial Pool
- 18 Sherbrook Pool Reopening
- 19 Strategic Facilities Master Plan
- 20 Carlton Walkways
- 21 Health/Life Safety/Emergency Systems Refurbishment/City-wide Accessibility

	2019	2020	Forecast					6-Year Total
	Adopted Budget	Estimate	2021	2022	2023	2024	2025	
	180	-	-	-	-	-	-	-
	10,460	-	-	-	-	-	-	-
	2,019	-	-	-	-	-	-	-
	804	-	-	-	-	-	-	-
	158	-	-	-	-	-	-	-
	214	-	-	-	-	-	-	-
	113	-	-	-	-	-	-	-
	470	-	-	-	-	-	-	-
	673	-	-	-	-	-	-	-
	525	-	-	-	-	-	-	-
	1,605	-	-	-	-	-	-	-
	169	-	-	-	-	-	-	-
	106	-	-	-	-	-	-	-
	175	-	-	-	-	-	-	-
	100	-	-	-	-	-	-	-
	425	-	-	-	-	-	-	-
	-	100	-	-	-	-	-	100
	-	-	-	-	-	-	-	-
	-	450	250	-	-	-	-	700
	-	2,344	-	-	-	-	-	2,344
	-	1,813	3,273	931	1,333	2,660	943	10,953
<b>TOTAL CAPITAL PROJECTS</b>	<b>18,196</b>	<b>4,707</b>	<b>3,523</b>	<b>931</b>	<b>1,333</b>	<b>2,660</b>	<b>943</b>	<b>14,097</b>

# Capital Budget Options

Options Presented to SPC / Board vs. Preliminary Budget	Total 6-year Proposal	Total 6-year Preliminary Budget	Explanation
a. Eliminate General Building Renovation and Refurbishing	(1,272)	(1,272)	Budget reduction included in the 6-year program.
b. Accommodations Facilities	(11,821)	(11,821)	Budget reduction included in the 6-year program.
c. Eliminate Fire / Life Safety / Regulatory Upgrades	(4,181)	(4,181)	Budget reduction included in the 6-year program.
d. Eliminate Energy Conservation	(283)	(283)	Budget reduction included in the 6-year program.
e. Eliminate Tenant Improvement Prepayment - Major Department	(366)	(366)	Budget elimination included in the 6-year program.
f. Eliminate Historic Buildings	(1,333)	(1,333)	Budget reduction included in the 6-year program.
g. Eliminate Generator Set Replacement and Upgrades	(800)	(800)	Budget reduction included in the 6-year program.
h. Eliminate Security / Building Automation System Initiatives	(1,421)	(1,421)	Budget reduction included in the 6-year program.
i. Eliminate Community Centres - Refurbishing and Improvements	(1,967)	(1,967)	Budget reduction included in the 6-year program.
j. Eliminate Arenas	(1,619)	(1,619)	Budget reduction included in the 6-year program.
k. Eliminate Indoor Aquatic Facilities	(8,892)	(8,892)	Budget reduction included in the 6-year program.
l. Eliminate Outdoor Aquatic Facilities	(1,267)	(1,267)	Budget reduction included in the 6-year program.
m. Eliminate Recreation & Leisure Centres	(659)	(659)	Budget reduction included in the 6-year program.
n. Eliminate Building Asset / Work Management Program	(334)	(334)	Budget elimination included in the 6-year program.
o. Eliminate UFF - Hockey Pen Light Standard Replacement	(600)	(600)	Budget reduction included in the 6-year program.
p. Eliminate City-Wide Accessibility Program	(2,550)	(2,550)	Budget reduction included in the 6-year program.
q. Rebudget Transcona Centennial Pool	-	100	Rebudgeted amount included in the 6-year program.
r. Add Carlton Walkways	-	2,344	Budget increase included in the 6-year program.
s. Add Strategic Facilities Master Plan	-	700	Budget increase included in the 6-year program.
t. Create Health/Life Safety/Emergency Systems Refurbishment Capital Program	10,567	10,953	Budget increase included in the 6-year program.
<b>Total Adjustments</b>	<b>(28,798)</b>	<b>(25,268)</b>	

# Capital Forecast to Preliminary Budget Reconciliation

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	ADOPTED BUDGET	ADOPTED IN PRINCIPLE FORECAST	CHANGES	PRELIM BUDGET
	2019	2020	2020	2020
<b>MUNICIPAL ACCOMMODATIONS</b>				
General Building Renovation and Refurbishing	180	250	(250)	
Public Safety Building and Civic Centre Parkade	10,460			
Accommodation Facilities	2,019	1,700	(1,700)	
Millennium Library - HVAC and Temperature Control		750	(750)	
Fire / Life Safety / Regulatory Upgrades	804	608	(608)	
Energy Conservation	158			
Tenant Improvement Prepayment - Major Department				
Historic Buildings	214	217	(217)	
Generator Set Replacement and Upgrades	113	136	(136)	
Security / Building Automation System Initiatives	470	205	(205)	
Community Centres - Refurbishing and Improvements	673	266	(266)	
Arenas	525	233	(233)	
Indoor Aquatic Facilities	1,605	1,208	(1,208)	
Outdoor Aquatic Facilities	169	170	(170)	
Recreation & Leisure Centres	106	107	(107)	
Building Asset / Work Management Program	175			
UFF - Hockey Pen Light Standard Replacement	100	100	(100)	
City-Wide Accessibility Program	425	425	(425)	
Transcona Centennial Pool			100	100
Sherbrook Pool Reopening				
Strategic Facilities Master Plan			450	450
Carlton Walkways			2,344	2,344
Health/Life Safety/Emergency Systems Refurbishment			1,813	1,813
<b>TOTAL MUNICIPAL ACCOMMODATIONS</b>	<b>18,196</b>	<b>6,375</b>	<b>(1,668)</b>	<b>4,707</b>

# Capital Forecast to Preliminary Budget Reconciliation

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	ADOPTED IN PRINCIPLE FORECAST	CHANGES	PRELIM FORECAST	ADOPTED IN PRINCIPLE FORECAST	CHANGES	PRELIM FORECAST
	2021	2021	2021	2022	2022	2022
<b>MUNICIPAL ACCOMMODATIONS</b>						
General Building Renovation and Refurbishing	500	(500)				
Public Safety Building and Civic Centre Parkade						
Accommodation Facilities	1,775	(1,775)		978	(978)	
Millennium Library - HVAC and Temperature Control						
Fire / Life Safety / Regulatory Upgrades	704	(704)		720	(720)	
Energy Conservation	136	(136)				
Tenant Improvement Prepayment - Major Department	183	(183)				
Historic Buildings	220	(220)		224	(224)	
Generator Set Replacement and Upgrades	123	(123)		148	(148)	
Security / Building Automation System Initiatives	255	(255)		203	(203)	
Community Centres - Refurbishing and Improvements	331	(331)		327	(327)	
Arenas	267	(267)		268	(268)	
Indoor Aquatic Facilities	2,359	(2,359)		1,207	(1,207)	
Outdoor Aquatic Facilities	342	(342)		170	(170)	
Recreation & Leisure Centres	109	(109)		111	(111)	
Building Asset / Work Management Program	164	(164)				
UFF - Hockey Pen Light Standard Replacement	100	(100)		100	(100)	
City-Wide Accessibility Program	425	(425)		425	(425)	
Transcona Centennial Pool						
Sherbrook Pool Reopening						
Strategic Facilities Master Plan		250	250			
Carlton Walkways						
Health/Life Safety/Emergency Systems Refurbishment		3,273	3,273		931	931
<b>TOTAL MUNICIPAL ACCOMMODATIONS</b>	<b>7,993</b>	<b>(4,470)</b>	<b>3,523</b>	<b>4,881</b>	<b>(3,950)</b>	<b>931</b>



# Capital Forecast to Preliminary Budget Reconciliation

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	ADOPTED IN		PRELIM	ADOPTED IN		PRELIM	PRELIM	2020-2025
	PRINCIPLE	CHANGES	FORECAST	PRINCIPLE	CHANGES	FORECAST	FORECAST	6 YEAR
	FORECAST	2023	2023	FORECAST	2024	2024	2024	2025
<b>MUNICIPAL ACCOMMODATIONS</b>								
General Building Renovation and Refurbishing				310	(310)			
Public Safety Building and Civic Centre Parkade								
Accommodation Facilities	1,844	(1,844)		2,929	(2,929)			
Millennium Library - HVAC and Temperature Control								
Fire / Life Safety / Regulatory Upgrades	722	(722)		712	(712)			
Energy Conservation				147	(147)			
Tenant Improvement Prepayment - Major Department				183	(183)			
Historic Buildings	229	(229)		221	(221)			
Generator Set Replacement and Upgrades	130	(130)		130	(130)			
Security / Building Automation System Initiatives	245	(245)		276	(276)			
Community Centres - Refurbishing and Improvements	330	(330)		385	(385)			
Arenas	269	(269)		312	(312)			
Indoor Aquatic Facilities	1,152	(1,152)		1,484	(1,484)			
Outdoor Aquatic Facilities	170	(170)		204	(204)			
Recreation & Leisure Centres	113	(113)		109	(109)			
Building Asset / Work Management Program				170	(170)			
UFF - Hockey Pen Light Standard Replacement	100	(100)		100	(100)			
City-Wide Accessibility Program	425	(425)		425	(425)			
Transcona Centennial Pool								100
Sherbrook Pool Reopening								
Strategic Facilities Master Plan								700
Carlton Walkways								2,344
Health/Life Safety/Emergency Systems Refurbishment		1,333	1,333		2,660	2,660	943	10,953
<b>TOTAL MUNICIPAL ACCOMMODATIONS</b>	<b>5,729</b>	<b>(4,396)</b>	<b>1,333</b>	<b>8,097</b>	<b>(5,437)</b>	<b>2,660</b>	<b>943</b>	<b>14,097</b>

# Other Important Capital Budget Information

- Subject to Council approval of the 2020 Capital Budget and 2021 to 2025 Five-Year Forecast, combined with existing, available Council-approved capital budget, sufficient funding *may* be available to allow Municipal Accommodations to continue to provide a base level of service in 2020 and 2021.
- Given future capital budget allocations as proposed in the 2020 Capital Budget and 2021 to 2025 Five-Year Forecast, the likelihood of insufficient funding availability to maintain City facilities increases and *may* result in facility closures.

# Questions?