



2020 Operating and Capital Budget

Community Services Department



November 16, 2019

Agenda

1. Strategic Objectives and Priorities
2. Performance Measurement
3. Operating Budget (including options to achieve target)
 - Operating Budget (Departmental or Service Based Basis)
 - Year over Year Variance Explanations
 - Implications of the Recommended Target to Balance the Operating Budget
 - Salaries and benefits, FTEs, and vacancy management and options to achieve target
4. Capital Budget (including options to achieve target)
 - Capital Budget
 - Implications of the Recommended Target for the Capital Budget
 - Capital Forecast to Submission Reconciliation
5. Operating and Capital Budget Referrals
6. Budget Summary
7. Questions

Strategic Objectives and Priorities

Strategic Objectives

Source: OurWinnipeg:

- Directly provide, or facilitate through partnerships, equitable access to a base level of recreation, culture and leisure services for all Winnipeggers.
- Promote and enable opportunities for all age groups to be active as part of their daily lives.

Source: Community Trends and Performance Report: Vol. 1 for 2020 Budget:

- Enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.
- Provide high quality aquatics, recreation and leisure opportunities/programs.
- Through outreach, promotion, protection and regulatory services, promote the development of a healthy community.

Source: Recreation, Leisure and Library Facilities Policy:

- Move toward a more financially sustainable mix of recreation, leisure, and library facilities.

Strategic Objectives and Priorities - Continued

Key Priorities

Recreation (Source: Community Trends and Performance Report: Vol. 1 for 2020 Budget):

- Provide equitable opportunities to participate in recreation programs and services.
- Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
- Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.

Libraries (Source: Community Trends Report: Vol. 1 for 2020 Budget; Winnipeg Public Library Strategic Plan)

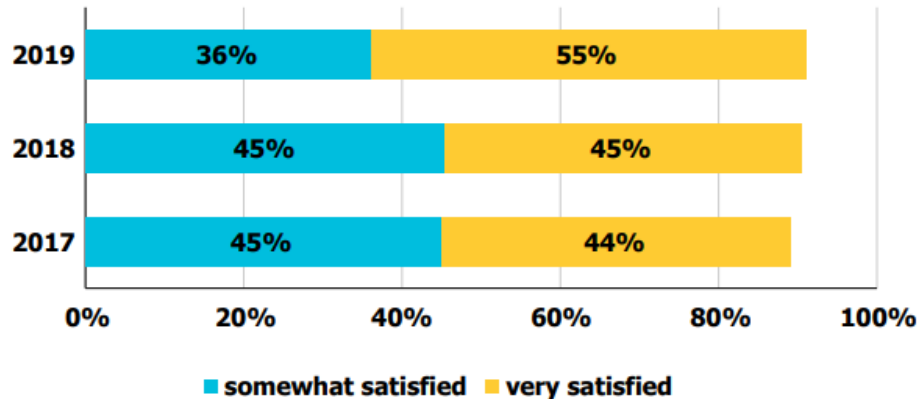
- Provide library services that uniquely serve our community as the centre for information access; the hub of community connections; the heart of discovery and creativity; and the place for literacy and lifelong learning
- Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.

Community Liveability (Source: Community Trends Report: Vol. 1 for 2020 Budget):

- Work collaboratively with stakeholders to improve the capacity, safety and well-being of the community.
- Promote neighbourhood liveability by regulating housing and property standards on all properties.

Performance Measurement

Citizen Satisfaction with City-Operated Recreation Programs



In 2019, 91% of citizens who participated in recreation programs were satisfied with the programs offered by the City (e.g. swimming lessons, Learn to Skate, or other Leisure Guide programs).

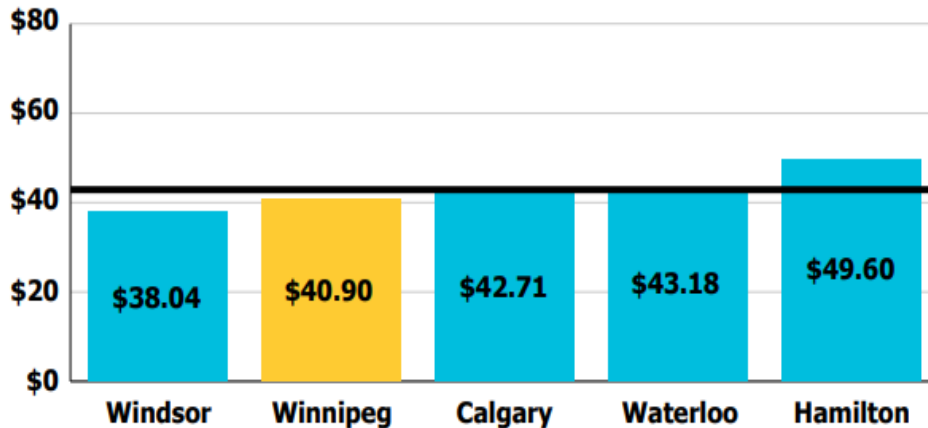
	2015	2016	2017	2018	2019
Total Satisfied	95%	90%	89%	90%	91%

Source: City of Winnipeg Annual Citizen Survey

- In 2019, 91% of citizens who participated in recreation programs were satisfied with the programs offered by the City (e.g., swimming lessons, Learn to Skate, or other Leisure Guide programs).
- With the exception of 2015, which recorded a satisfaction level of 95%, on average citizens have been 90% satisfied.

Performance Measurement

Operating Cost of Library Services per Capita (2017)



Operating costs include facility costs (see above).

The average of the comparable cities reported is \$42.89. Winnipeg continues to offer one of the most cost-effective library services in Canada.

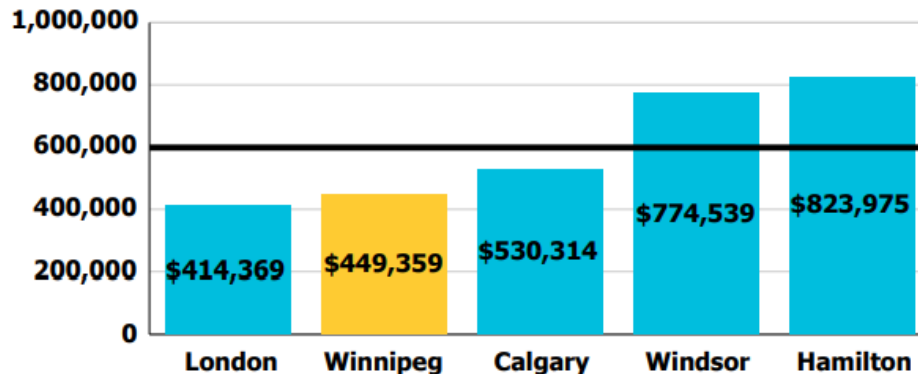
	2013	2014	2015	2016	2017
Wpg. Trend	\$38.80	\$39.71	\$40.40	\$41.44	\$40.90

Source: Municipal Benchmarking Network Canada (PLIB221)

- Winnipeg's operating cost of Library services per capita has increased by 0.54% since 2013.
- In 2017, salaries and benefits comprised 52.0% of expenditures; facility costs comprised 26.2%; and books and other collection materials were 1.0%. Other operating expenses account for 20.8 % of total expenditures.

Performance Measurement

By-Law Enforcement Operating Cost for Noise, Property Standards, Yard Maintenance and Zoning By-Laws per 100,000 Population (2017)



Noise refers to mechanical noise only.

The average of the comparable cities reported is \$598,511.

	2013	2014	2015	2016	2017
Wpg. Trend	n/a	n/a	\$454,353	\$495,250	\$449,359

Source: Municipal Benchmarking Network Canada (BYLW273)

- The City of Winnipeg's cost, compared to the average of other comparable municipalities offering a similar level of service, is 25% lower.
- Not only is CBES cost efficient, our officers' workload is among the highest per officer in the country, ranging from 750-850 service requests per year.

Recommended Target to Balance the Budget

1. Departmental Operating Budget – 0.5% annual budget growth rates, net of capital expenditures, based on 2019 expenditures

2. Cash to capital funding levels:

Department	2020	2021	2022	2023	2024	2025
Community Services	-	-	-	1,955	2,000	3,866

3. Key assumptions for multi-year budget:

These proposed recommended targets present a balanced tax-supported operating budget from 2020 to 2023:

- a. Property Tax Increases: 2.33% annually (road renewal and southwest rapid transit (stage 2))
- b. Fees and Charges: Inflationary increases annually
- c. Natural Assessment Base Growth: 1.2% annually
- d. Efficiencies/Vacancy Management: \$17 Million annually
- e. Additional Transfers/Savings: \$32.5 million in 2020 growing to \$40 million by 2023
- f. Provincial Operating Grants: Flat at \$149.7 million annually (2016 level)
- g. Utility dividend rate: 11% of Water and Sewer Sales
- h. Remaining Tax Supported Debt Room: \$150 million in total

Community Services - Operating Budget

2020 Draft Operating Budget and 2021 to 2023 Projections in millions of \$	2018 Actual	2019 Budget	2020 Draft Budget *	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
GOVERNMENT GRANTS	2.566	2.754	2.754	-			2.754	2.754	2.754
SERVICE AND OTHER	15.690	15.467	15.247	(0.221)			14.199	13.555	13.281
TOTAL REVENUE	18.256	18.221	18.000	(0.221)	-1.2%	1	16.952	16.309	16.035
SALARIES & BENEFITS	41.636	43.544	43.928	0.384			42.106	41.547	42.375
SERVICES	4.958	5.201	5.231	0.030			4.532	4.502	4.497
MATS PARTS & SUPPLIES	0.792	0.886	0.815	(0.071)			0.794	0.773	0.780
ASSETS & PURCHASES	3.377	3.237	3.222	(0.015)			3.157	3.115	3.118
GRANTS, TRANSFERS & OTHER	53.101	52.883	54.007	1.124			54.968	55.589	54.885
RECOVERIES	(1.554)	(1.079)	(1.291)	(0.212)			(1.310)	(1.330)	(1.355)
TOTAL OPERATIONAL EXPENDITURES	102.311	104.672	105.911	1.239	1.2%		104.247	104.196	104.301
DEBT & FINANCE CHARGES	4.032	4.985	5.056	0.071			5.741	6.081	6.140
TRANSFER TO CAPITAL - CmS	2.341	3.934	-	(3.934)			-	-	1.955
TRANSFER TO CAPITAL - Municipal Accommodations	-	0.477	-	(0.477)			-	-	-
TOTAL EXPENDITURES	108.684	114.068	110.967	(3.101)	-2.7%	2	109.988	110.277	112.396
Mill Rate Support / (Contribution) **	90.429	95.847	92.966	(2.881)			93.036	93.969	96.361

**2020 Draft Budget and 2021 to 2023 Draft Projections include the options to achieve the operating target.

Community Services - Operating Budget continued

Service Changes to Achieve Operating Budget Target:	2020 Draft Budget *	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
a. Cancel the Infrastructure Capital Grant Provided to General Council of Winnipeg Community Centres (GCWCC).	(0.100)	(0.100)	(0.100)	(0.100)
b. Beginning in 2021 reduce grants by 10%, excluding Universal Funding Formula grants to Community Centres; General Council of Winnipeg Community Centres (with the exception of the Infrastructure Capital Grant); Assiniboine Park Conservancy; Garden City Community Centre and East End Community Club annual arena financing grants; pending completion of the City-wide grant evaluation framework.		(0.126)	(0.126)	(0.126)
c. Reduce program funding by 10% beginning in 2021, to Art City Inc., Graffiti Art, North End Community Renewal Corp. and University of Manitoba		(0.021)	(0.021)	(0.021)
d. Change library evening hours by closing at 8:00 pm effective September 2020	(0.113)	(0.343)	(0.350)	(0.356)
e. Close Libraries with Sunday service hours effective September 2020 (six libraries)	(0.100)	(0.328)	(0.335)	(0.341)

Community Services - Operating Budget continued

Service Changes to Achieve Operating Budget Target:	2020 Draft Budget *	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
f. Change hours of Margaret Grant, St. James Civic pool and Seven Oaks pool to open at 11:30 am. Monday to Friday, September 1 to June 30, starting January 1, 2021.		(0.103)	(0.132)	(0.138)
g. Reduce Free/Drop-In Recreation Programming by 25% of 2019 programming levels effective September 1, 2020, increasing to 33% from 2019 levels effective January 1, 2022	(0.388)	(0.582)	(0.783)	(0.796)
h. Reduce Leisure Guide Programming by 50% effective January 1, 2021, excluding Learn to Swim Programs		(0.611)	(0.598)	(0.611)
i. Close Eldon Ross Indoor Pool effective September 1, 2020	(0.042)	(0.168)	(0.170)	(0.173)
j. Close Peguis Trail Health and Fitness Centre effective July 1, 2021		(0.000)	(0.004)	(0.004)
k. Do not re-open Terry Sawchuk Arena. Includes ice plant removal costs of \$30,000 in 2020 and mothball costs of \$50,000 in 2020 and \$100,000 each year thereafter until disposition	0.111	0.003	0.003	0.003
l. Reduce the wading pool portfolio by 47% over four years (from 81 to 43). Includes facility maintenance costs of \$40,000 per wading pool for demolition and site restoration	0.374	0.130	(0.281)	(0.396)

Community Services - Operating Budget continued

Service Changes to Achieve Operating Budget Target:	2020 Draft Budget *	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
m. Reduce the outdoor pool portfolio from 9 to 7; closing Happyland and Windsor Park Outdoor Pools effective Summer 2021. Includes demolition and site restoration costs of \$150,000 for each pool in 2021		0.127	(0.178)	(0.180)
n. Continue reducing the City's ownership and management of arenas, closing Sargent Park Arena in 2021. Includes ice plant removal costs of \$30,000 in 2021 and mothball costs of \$34,000 in 2021 and \$68,000 each year thereafter until disposition		0.016	(0.028)	(0.028)
o. Close Westwood Library effective September 1, 2020	(0.226)	(0.691)	(0.705)	(0.717)
p. Continue reducing the City's ownership and management of arenas, closing Bertrand, Charles A. Barbour and Maginot arenas in 2022. Includes ice plant removal costs of \$90,000 in 2022 and mothball costs of \$91,000 in 2022 and \$182,000 each year thereafter until disposition			0.014	0.001
q. Close West Kildonan Library effective September 1, 2020	(0.277)	(0.845)	(0.857)	(0.869)
r. Close Kinsmen Sherbrook Pool effective January 1, 2022			(0.461)	(0.468)
s. Close Fort Garry Library effective January 1, 2022			(0.688)	(0.698)
t. Close Transcona Centennial Indoor Pool effective January 2022: includes a \$1.0 million Capital Investment (Cash to Capital in Municipal Accommodations assumed) in 2022 to Build Washrooms for Outdoor Pool			0.581	(0.425)

Community Services - Operating Budget continued

Service Changes to Achieve Operating Budget Target:	2020 Draft Budget *	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
Total Service Changes to Achieve the Budget Target	(0.762)	(3.642)	(5.219)	(6.442)
EPC Recommended Target	(1.596)	(3.335)	(4.976)	(6.046)
Variance (Shortfall from the Target)	(0.834)	0.307	0.243	0.396

The financial impact of potential disposition strategies (e.g. sale, decommissioning, repurposing) for facilities subject to closure, are not included.

Implications of the Recommended Target to Balance Operating Budget

- a. The impact of cancelling the Infrastructure Capital Grant provided to General Council of Winnipeg Community Centres would be mitigated with the increase to the Community Centre Renovation Grant Program from \$965,000 to \$2.0 million for 2019 to 2023. Community Centres would continue to have access to grants for community centre facility related projects.
- b. A 10% reduction to grants could impact recipient organizations' service delivery. Deferring the reduction to 2021 mitigates the immediate impact and prepares recipients in advance.
- c. A 10% reduction to program funding could impact recipient organizations' service delivery. Deferring the reduction to 2021 mitigates the immediate impact and prepares recipients in advance.
- d. Closing libraries at 8:00 pm on weekday evenings effective September 2020 would result in an annual reduction of 1,898 hours of opening or 4% of WPL's total annual hours and would primarily impact adult programming.
- e. Six libraries are currently open on Sundays. Closure on Sundays effective September 2020 would result in an annual reduction of 888 hours of opening or 1.8% of WPL's total annual hours.

Implications of the Recommended Target to Balance Operating Budget

f. Changing the opening hours of Margaret Grant, St. James Civic pool and Seven Oaks pool to open at 11:30 am. Monday to Friday, September 1 to June 30 starting January 1, 2021 would impact those who prefer early morning access to pools and weight training areas; and reduce aquatic fitness classes and swimming lesson offerings. School division, community organizations, and long-time service memberships would be impacted.

g. A reduction to free/drop-in recreation programming levels effective September 1, 2020 would impact after-school programs, youth drop-ins and children and youth programming in partnership with community centres /GCWCC, school divisions and other community organizations.

h. A reduction to Leisure Guide Programming effective January 1, 2021 (excluding Learn to Swim programs) would result in a loss of benefits to citizens of Winnipeg as recreation positively contributes to increased health, fitness, sense of community, mental health, and crime reduction. Alternate service providers may have capacity to increase their programming.

i. Closing Eldon Ross Indoor Pool effective September 1, 2020 would result in a reduction of approximately 15 hours per week, including free swim; swimming lessons could be relocated to alternate indoor pool. Closure would reduce the unfunded infrastructure liability for City facilities.

j. Peguis Trail Health and Fitness Centre is located in a non-City owned facility and closure would provide an opportunity to streamline service to City owned facilities; however, closure would impact students, seniors and program participants that regularly use the facility.

Implications of the Recommended Target to Balance Operating Budget

k. Not reopening Terry Sawchuk Arena would impact youth ice bookings and long-time users. Closure would reduce the unfunded infrastructure liability for City facilities.

l. Rationalization of wading pools over four years will reduce direct service but would reduce the unfunded infrastructure liability for City facilities.

m. Reducing the outdoor pool portfolio from 9 to 7, including closing Happyland and Windsor Park Outdoor Pools effective Summer 2021 would have a direct service impact. On a three year average Windsor Park has 6,811 visits and Happyland 4,294 visits. Happyland Pool also includes the closure of the wading pool. Closure would reduce the unfunded infrastructure liability for City facilities.

n. Closure of Sargent Park Arena would impact youth ice bookings, learn to skate, public skate and long-time users. Closure would reduce the unfunded infrastructure liability for City facilities.

o. Closure of Westwood Library effective September 1, 2020 would result in an annual reduction of 2,409 hours of opening or 5% of WPL's total annual hours. It would create increased programming demand for other WPL branches where there is a limited capacity to expand due to existing staffing levels. Community outreach from this branch would cease. Closure would reduce the unfunded infrastructure liability for City facilities.

Implications of the Recommended Target to Balance Operating Budget

p. Closure of Bertrand, Charles A. Barbour and Maginot arenas would impact youth ice bookings, learn to skate, public skate, and long-time users.

q. Closure of West Kildonan Library effective September 1, 2020 would result in an annual reduction of 2,625 hours of opening or 5.5% of WPL's total annual hours. It would create increased programming demand for other WPL branches where there is a limited capacity to expand due to existing staffing levels. Community outreach from this branch would cease. Closure would reduce the unfunded infrastructure liability for City facilities.

r. Closure of Kinsmen Sherbrook Pool effective January 1, 2022 could impact 21,220 visits per year (3 year average) with a reduction of over 67 service hours per week. The building has been a Council designated Grade III heritage building since June, 2001. A sponsorship (naming-rights) agreement exists with Kinsmen Lion's Club. Closure would reduce the unfunded infrastructure liability for City facilities.

Implications of the Recommended Target to Balance Operating Budget

s. Closure of Fort Garry Library effective January 1, 2022 would result in an annual reduction of 2,625 hours of opening or 5.5% of WPL's total annual hours. It will create increased programming demand for other WPL branches where there is a limited capacity to expand due to existing staffing levels. Community outreach from this branch would cease, as would collaboration with, and service supports for community stakeholders. Closure would reduce the unfunded infrastructure liability for City facilities.

t. Closure of Transcona Centennial Indoor Pool effective January 2022 would directly impact 19,895 visits per year (3 year average) impacting swimming lessons and aquatic fitness. Closure would reduce the unfunded infrastructure liability for City facilities.

Year over Year Variance Explanations

(in millions)

Year over year (increase) / decrease	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
1) <i>Revenue change due to the following:</i>				
- Eliminate BFI Sponsorship revenue at Sergeant Tommy Prince Place due to the expiration of agreement December 31, 2019.	(0.100)	-	-	-
- Revenue loss due to service reductions	(0.191)	(1.042)	(0.645)	(0.275)
- Miscellaneous adjustments.	0.071	(0.006)	0.001	0.001
Net Revenue Change	\$ (0.221)	\$ (1.048)	\$ (0.644)	\$ (0.274)
2) <i>Expenditure change due to the following:</i>				
- Increase (decrease) in salary and benefits	\$ 0.384	\$ (1.822)	\$ (0.559)	\$ 0.828
- Increase (decrease) in transfer to Municipal Accommodations	0.807	0.207	0.126	(0.836)
- Increase in grants	0.142	0.248	0.496	0.127
- Increase in debt and financing charges	0.071	0.685	0.340	0.059
- Increase (decrease) in transfer to Capital - CmS	(3.934)	0.000	0.000	1.955
- Decrease in transfer to Capital - Municipal Accommodations	(0.477)			
- Increase in Transfer to Animal Services	-	0.500	-	-
- Miscellaneous adjustments	(0.093)	(0.798)	(0.113)	(0.014)
Net Expenditure Change	\$ (3.101)	\$ (0.979)	\$ 0.289	\$ 2.119

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management / Options to Achieve the Target

2020 Draft Operating Budget

	2019 Adopted Budget	2020 Draft Budget*	Increase / (Decrease)	2021 Draft Projection*	2022 Draft Projection*	2023 Draft Projection*
Full Time Equivalents <i>(number of FTEs)</i>	706.38	672.73	(33.65)	643.92	617.40	616.42
Salaries & Benefits <i>(in millions of \$)</i>	\$ 43.544	\$ 43.928	\$ 0.384	\$ 42.106	\$ 41.547	\$ 42.375
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (2.128)	\$ (2.128)	\$ -	\$ (2.159)	\$ (2.200)	\$ (2.242)

* 2020 Draft Budget and 2021 to 2023 Draft Projections include the options to achieve the operating budget target

The reduction of 56.31 FTEs from 672.73 to 616.42 is as a direct result of the options to meet budget targets.

Community Services Department - Capital Budget

COMMUNITY SERVICES DEPARTMENT- GENERAL CAPITAL FUND

Capital Investment Plan - Authorization

(\$000's)

List of Capital Projects:	2019 Adopted	2020 Draft	Authorization					6-Year Total
			Draft Forecast*					
			2021	2022	2023	2024	2025	
1 Library Facility Safety, Security and Accessibility Improvements Program	162	-	150	100	-	200	-	450
2 Library Refurbishment & Interior Infrastructure Program	483	-	150	-	-	650	-	800
3 Library Facility Redevelopment - Bill and Helen Norrie Library	3,570	-	-	-	-	-	-	-
4 Library Facility Redevelopment - St. James Library	100	-	-	-	-	-	-	-
5 Library Facility Redevelopment - West Kildonan Library and GoLibrary - Old Kildonan Community	242	-	-	-	-	-	-	-
6 Recreational Facility Safety, Security and Accessibility Improvements Program	175	-	235	130	150	279	190	984
7 Fitness Equipment Upgrade Program	248	-	145	-	310	296	326	1,077
8 Recreation and Leisure Infrastructure Renewal	100	-	-	-	-	-	-	-
9 St. James Civic Centre - Facility Renewal (formerly St. James Civic Centre - Facility Renewal and Expansion)	2,405	3,700	-	-	-	-	-	3,700
10 Grant Park Recreation Complex	1,750	-	-	-	-	-	-	-
11 New Recreation Facility - South Winnipeg	1,750	-	-	-	-	-	-	-
12 East of the Red RecPlex	-	-	-	-	-	-	1,000	1,000

Community Services Department - Capital Budget – Continued

COMMUNITY SERVICES DEPARTMENT- GENERAL CAPITAL FUND

Capital Investment Plan - Authorization

(\$000's)

	2019 Adopted	2020 Draft Budget*	Authorization					6-Year Total
			Draft Forecast*					
			2021	2022	2023	2024	2025	
<u>List of Capital Projects:</u>								
13 Seven Oaks Pool - Concrete Restoration and Air Handling Unit Replacement	2,239	-	-	-	-	-	-	-
14 Pan Am Pool - Ceiling, Lighting and Public Address and Audio System	2,600	-	-	-	-	-	-	-
15 Repair and Renovation of Pan Am Pool Universal Change Rooms	-	-	940	-	-	-	-	940
16 Norwood Pool - Decommissioning	150	-	-	-	-	-	-	-
17 Boni-Vital Pool	192	-	3,112	-	-	-	-	3,112
18 Technology Advancement Program	312	-	100	-	-	310	-	410
19 Library Technology Upgrade and Replacement Program	350	183	-	-	325	-	350	858
20 Community Centre Renovation Grant Program (CCRGP)	2,000	2,000	2,000	2,000	2,000	965	965	9,930
21 Community Incentive Grant Program (CIGP)	1,961	-	-	-	-	-	-	-
22 Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	5,123	2,000	2,000	2,000	2,000	2,000	2,000	12,000
23 Assiniboine Park Conservancy (APC) - Capital Development Plan	4,728	-	-	-	-	-	-	-
TOTAL CAPITAL PROJECTS	30,640	7,883	8,832	4,230	4,785	4,700	4,831	35,261

Community Services Department - Capital Budget – Continued

COMMUNITY SERVICES DEPARTMENT- GENERAL CAPITAL FUND

Options to Achieve the Target		2020	2021	2022	2023	2024	2025	6-Yr Total
a	Eliminate or reduce program capital budgets for: *Library Facility Safety, Security and Accessibility Improvements *Library Refurbishment & Interior Infrastructure Program *Recreational Facility Safety, Security and Accessibility Improvements *Fitness Equipment Program *Technology Advancement program *Library Technology Advancement Program *Recreation and Leisure Infrastructure Renewal	(950)	(3,075)	(695)		(4,867)	(8,604)	(18,191)
b	Cancel Library Facility Development Projects: *St. James Library *West Kildonan Library and GoLibrary-Old Kildonan Ward *Westwood Library		(4,488)	(3,569)	(3,088)			(11,145)
c	Cancel Recreation Projects: *St. James Community Recreation Amenities *New Community Facility - Southeast Winnipeg	(1,500)					(1,000)	(2,500)
d	Reduce scope at Boni-Vital Pool		(2,248)					(2,248)
e	Cancel Community Incentive Grant Program (CIGP)	(1,802)	(1,838)	(1,875)	(1,913)	(1,951)	(1,990)	(11,369)
f	Cancel unspent Prior Years Authorization: (2019) Grant Park Recreation Campus (\$1,546 million); (2019 and 2017) for West Kildonan Library and GoLibrary-Old Kildonan Ward (\$242,000); and (2017) New Library South Winnipeg (\$116,000)	(116)	(112)	(130)	(449)	(1,097)		(1,904)
Total Options to Achieve the Target *		(4,368)	(11,761)	(6,269)	(5,450)	(7,915)	(11,594)	(47,357)
EPC Recommended Target to Balance		(4,368)	(11,761)	(6,269)	(5,450)	(7,915)	(11,594)	(47,357)
Variance (Shortfall from Target)		-	-	-	-	-	-	-

* 2020 Draft Budget and Five Year Draft Forecast include the options to achieve the capital target

Implications of the Recommended Target for the Capital Budget

a) Eliminate or Reduce Capital Program budgets:

- Reduced capacity for safety and accessibility improvements at existing facilities (e.g. accessible washrooms, CCTV's)
- Reduced ability to renew cardio and strength equipment at facilities (4300 pieces) which could affect attendance and revenues.
- Reduced ability to renew technology (computers, attendance tracking) at libraries and recreation facilities.
- Inability to renew and consolidate aging and functionally obsolete facilities to meet current level of service requirements and contribute towards the City's carbon reduction and Climate Change resiliency goals.

b) Cancel St. James, West Kildonan, and Westwood Library Redevelopments:

- Increased risk to service as existing facilities that lack contemporary program spaces, amenities (e.g. parking, technology access) and accessibility features would be operated well beyond their useful service life.
- Reduced ability to respond to changing demographics and/or population growth in these areas of the city.

c) Cancel Recreation Projects:

- Several identified projects in the St. James community, which renew existing recreation and park infrastructure, will not be implemented.
- Several neighbourhoods in south east Winnipeg would continue to be underserved in terms of recreation facilities and space.

Implications of the Recommended Target for the Capital Budget - continued

e) Cancellation of the Community Incentive Grant Program would impact funds awarded by Community Committees.

f) Cancel Unspent Prior Years Authorizations for Grant Park Recreation Campus, New Library South Winnipeg, Go-Library Old Kildonan Ward

- Prior funding for Grant Park represents a small portion of the anticipated investment requirement for this project; project scope and costing is still being developed by Corydon Community Centre.
- Planning for New Library South Winnipeg has been completed as part of the overall South Winnipeg Recreation Campus preliminary planning
- Go-Library Old Kildonan Ward would not proceed; not providing library service in a growing community

Capital Forecast to Draft Budget Reconciliation (Including Options to Achieve Capital Target)

**HANDOUT WILL BE PROVIDED
ATTACHMENT TO THE PRESENTATION**



CmsD Capital
recast to Submissi

Operating Budget Referrals

Included in the budget	✓
Not budgeted	x

Operating Budget Referrals			2020	2021	2022	2023
Methamphetamine and Illicit Drugs - Action Plan	(a) Funding for by-law officers to address vacant and derelict buildings used to distribute and/or consume drugs.	EPC (July 2, 2019).	x	x	x	x
	(b) Bring forward options to financially support additional 24/7 safe spaces in 2020		x	x	x	x
General Council of Winnipeg Community Centres 2019-2021 Business Plan	(a) That the continuation of grants totalling \$1,927,255 as identified in the GCWCC Business Plan and as per the executed Management Agreement, be referred to the 2020-2023 Budget Process. Included in the 2020 to 2023 budet submission: Community Services - \$1,272,291 and Public Works - \$654,984 = \$1,927,255.	Council (September 26, 2019).	✓	✓	✓	✓
	(b) That reimbursement of legal fees (\$35,000) to GCWCC for the provision of legal advice and (c) the review and update of Plan 2025 (\$150,000 in 2023) be referred to the 2020-2023 Budget process		x	x	x	x

Operating Budget Referrals - Continued

Included in the budget	✓
Not budgeted	x

Operating Budget Referrals			2020	2021	2022	2023
Millennium Library Screening Measures	<p>That an increase to 2020 and future years operating budget in the amount of \$165,877 to fund 2 FTE Community Crisis Worker positions;</p> <p>That an increase to 2020 and future operating budgets in the amount of \$80,000 to fund a program to enhance library services and programs;</p> <p>That a one-time increase to 2020 operating budget in the amount of \$50,000 to fund a training consultant to provide non-violent crisis intervention and provide a train-the trainer program to build internal capacity and provide ongoing training of staff;</p> <p>That subject to approval to the 2020 Capital Budget that an increase to the Community Services 2020 operating budget in the amount of \$11,703, increasing to \$23,406 in 2021 and future years, be referred to the 2020 Budget process for the increased costs related to borrowing</p>	SPC Protection, Community Services and Parks (September 9, 2019).	x	x	x	x
Infrastructure Projects for Federal & Provincial Funding under the Investing in Canada Infrastructure Program	That additional operating impacts be referred to the 2020 Operating Budget process.	Council (September 26, 2019).	x	x	x	x

Capital Budget Referrals

Included in the budget	✓
Not budgeted	x

Capital Budget Referrals			2020	2021	2022	2023	2024	2025
Spray Pad Investment Fund	An annual Spray Pad Investment Capital Program, in the amount of \$1 million per year, be established with increases for inflation each year thereafter. As well, \$300,000 be added, with increases for inflation, for the purpose of replacing wading pools with other outdoor activities that are more sustainable	SPC Protection, Community Services & Parks (May 22, 2019).	x	x	x	x	x	x
Millennium Library Screening Measures	That an increase to the Community Services 2020 budget in the amount of \$260,190 be referred to the 2020 Capital Budget process to renovate and develop a public facing Community Connections space for library Community Crisis Workers and partner social agencies in the Millennium Library front lobby	SPC Protection, Community Services & Parks (September 9, 2019).	x	x	x	x	x	x

Operating Budget Summary

Recommended target – 4 year budget –annual budget growth rate of 0.5%

(in millions of \$)

	2019 Approved Budget	2020 Projection (from 2019)	2020 Draft Budget	2021 Draft Projection	2022 Draft Projection	2023 Draft Projection
Expenditure Budget*	114.07	119.66	110.97	109.99	110.28	112.40
EPC Recommended Expenditure Target	n/a	n/a	112.34	113.75	113.18	115.59
Expenditure Variance			1.37	3.76	2.90	3.19

* Note: Draft budget and projections include the options to achieve the EPC mandated targets to balance and reductions to Facility Maintenance transfers to Municipal Accommodatons for reductions to the Utility's Transfer to Capital for Community Services Facilities (2020 \$2.084M; 2021 \$2.291M; 2022 \$0.849M and 2023 \$0.713M).

* The department's target reductions are net of revenue impacts relating to the reduction of service.

- **Other Service and financial implications for consideration:**

- Impact of End Homelessness Winnipeg (EHW) request for a new five-year funding agreement
- Impact of the Newcomer Welcome & Inclusion Policy
- Impact of Phase 2 Poverty Reduction Strategy
- Loss of \$100k sponsorship revenue at Sergeant Tommy Prince Place effective 2020 will result in reduced programming at that site

Capital Budget Summary

Recommended target for capital

(in millions of \$)

	2019 Approved Capital Budget	2020 Draft Budget	Draft Forecast				
			2021	2022	2023	2024	2025
Cash to Capital Budget*	3.93	-	-	-	1.96	2.00	3.87
EPC Recommended Capital Target		-	-	-	1.96	2.00	3.87
Variance		-	-	-	-	-	-

* Note: Draft budget and forecast include the options to achieve the EPC recommended targets to balance.

The above reflects the cash to capital available in Community Services for 2019 to 2025. It does not include the cash to capital funding in Planning, Property and Development-Municipal Accommodations Division. Municipal Accommodations manages the capital related to major technical maintenance requirements for Community Services facilities, which currently includes 12 indoor pools, 9 outdoor pools, 81 wading pools, 21 spray pads and 12 recreation/leisure facilities, and 63 community centres.

Without cash to capital funding in Community Services, the department would be unable to fund its Asset Management Office (AMO), dedicated to strategically supporting over 300 recreation and library assets. The CmS AMO aims to minimize the lifecycle costs of our assets, at an acceptable level of risk, while continuously delivering established levels of service to the residents of Winnipeg.

Questions?