



2024-2027 Service Based Budget Overview

Planning, Property and Development, Golf Services, Assets and Project Management – Tax-Supported – Presentation to SPC on Property and Development

March 13, 2024

Photo: Mike Peters, courtesy Tourism Winnipeg

Agenda

1. Performance Reporting
2. Budget and Strategic Priorities Action Plan Alignment
3. Budget Highlights and Overview
4. Service Based:
 - a. Operating Budget
 - b. Capital Budget
 - c. Reserve Projections
5. Questions

Performance Reporting – City Planning

Description


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

OurWinnipeg



City Building (CB)

Performance Reporting

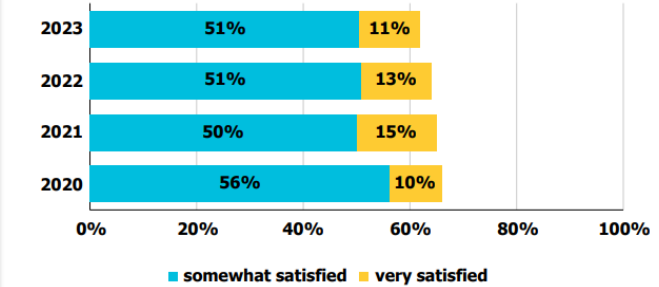
Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 1: Support the review, alignment, and implementation of OurWinnipeg and Complete Communities Direction Strategy through interdepartmental coordination, local area plans, zoning by-laws and other tools and guidelines					
Number of Development Application Reports / other Planning Reports [A]	403 / 31	527 / 37	450 / 30	542 / 25	567 / 25

[A] Other Planning reports include long-range planning, downtown and neighbourhoods, riverbank, and parks planning. Changes to the methodology in 2022 include adding Variance C reports to total number (increase), and removing duplicates where reports went to multiple committee meetings (decrease).

Source: 2024 - 2027 Multi-Year Budget page 167 and 169

Effectiveness Measurements

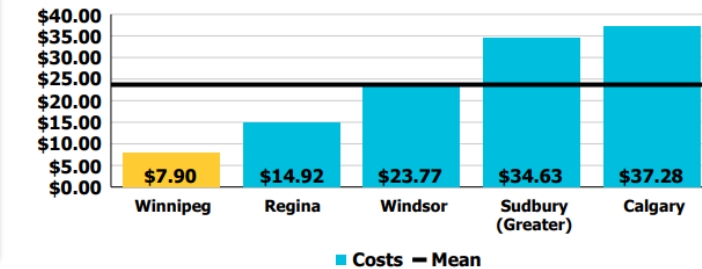
Citizen Satisfaction with Community Planning



Source: City of Winnipeg Annual Citizen Survey

Efficiency Measurement

Total Costs for Planning per Capita (2022)



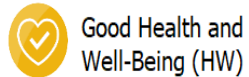
Source: Municipal Benchmarking Network Canada (PLNG250T)

Performance Reporting – Neighbourhood Revitalization


Description

Provide neighbourhood residents, non-profit housing providers, and developers of affordable housing with tools and support to build resilient, healthy communities and to promote and deliver community-based projects and programs that support sustainable neighbourhoods and healthy communities.

OurWinnipeg



Performance Reporting

Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 3: Partner with the CMHC to expand the supply of housing for vulnerable populations who are experiencing, or are at risk of, homelessness					
Approve funding to support eligible projects that will deliver no less than 49 units of affordable, supportive, or transitional housing that will serve vulnerable populations at risk of homelessness [A] [B] [C]	77	57	57	49	46

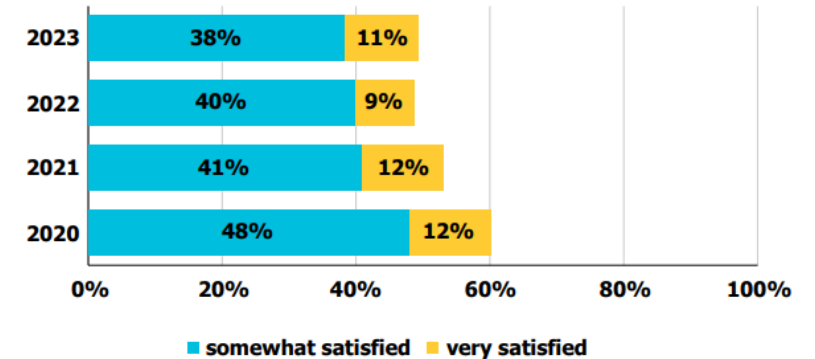
[A] New measure created for 2021.

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

[C] Measure represents the number of units.

Source: 2024 - 2027 Multi-Year Budget page 172 and 174

Citizen Satisfaction with City Funding for Improving Inner City Housing



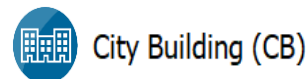
Source: City of Winnipeg Annual Citizen Survey

Performance Reporting – Development Approvals, Building Permits and Inspections


Description

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

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Performance Reporting

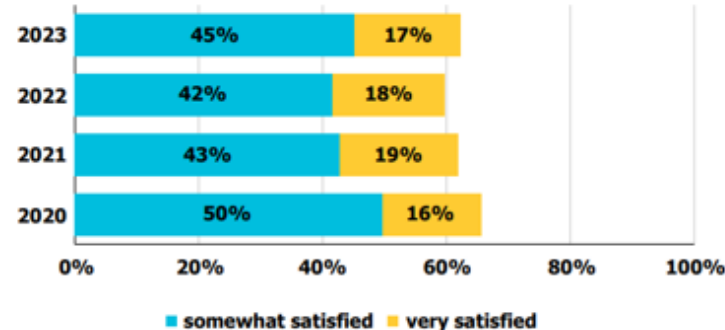
Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 2: Continue to streamline the permit application, approval, and inspections process, in support of providing timely and predictable services					
Percentage of Building Permits reviewed (Initial Complete Review - ICR) within industry accepted targets [A]	47.1%	57.0%	55.0%	100.0%	100.0%

[A] Targets for 2023 and 2024 are 100.0% as provincially regulated service timeframes are set to come into effect in October 2023.

Source: 2024 - 2027 Multi-Year Budget page 176 and 177

Effectiveness Measurements

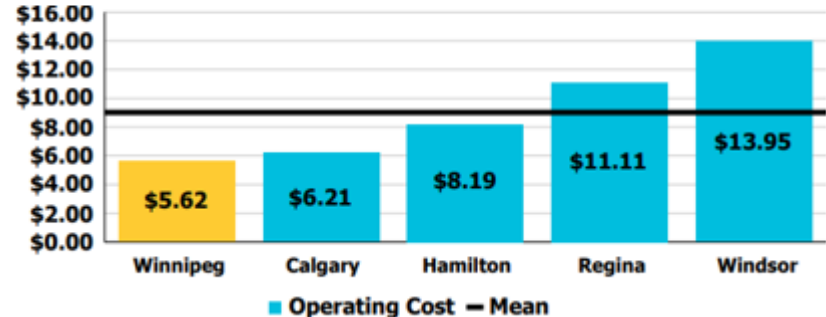
Citizen Satisfaction With Zoning Regulations and Building Permits



Source: City of Winnipeg Annual Citizen Survey

Efficiency Measurement

Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (2022)



As estimated by the applicant.

Performance Reporting – Heritage Conservation

Description


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

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City Building (CB)

Performance Reporting

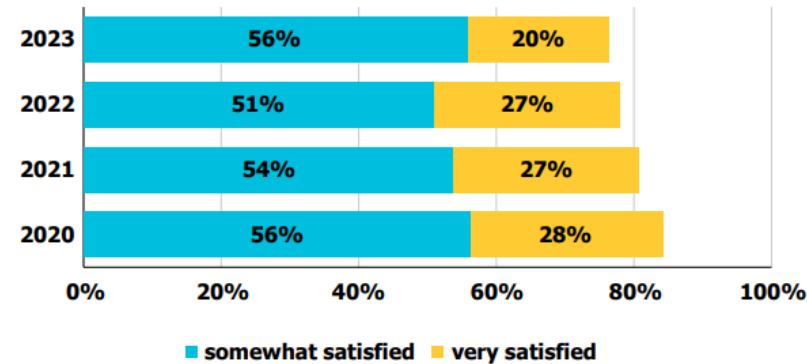
Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 1: Ensure the long-term conservation of heritage resources and districts that represent the many facets of our cultural identities through integrated planning, resource and district designation, and regulatory reforms					
Number of Listed Historic Resources [A]	354	356	355	360	364
Number of Designated Heritage Conservation Districts [B]	1	1	2	2	2

- [A] Listed Historic Resource: a building, structure or land that is architecturally and historically significant and is protected from alterations and demolition under the Historical Resources By-law.
- [B] Heritage Conservation District: a neighbourhood that has been designated as such under the Heritage Conservation Districts (HCD) By-law and whose properties are protected from alteration and demolition in accordance with an HCD Plan.

Source: 2024 - 2027 Multi-Year Budget page 180 to 182

Effectiveness Measurements

Citizen Satisfaction with City's Efforts in Preserving Heritage Buildings



Source: City of Winnipeg Annual Citizen Survey

Performance Reporting – Property Asset Management

Description


The Property Asset Management Service facilitates the acquisition, development, operation, maintenance, security and disposition of City-owned land and buildings. It also includes infrastructure planning in accordance with the Asset Management Policy and oversight of major capital projects for all departments, utilities and Special Operating Agencies.

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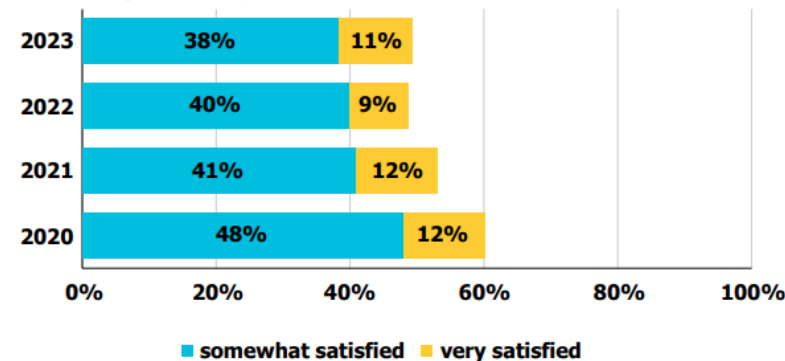
City Building (CB)

Performance Reporting

Service Goal / Measure Description		2021	2022	2022	2023	2024
		Actual	Actual	Target	Target	Target
	Goal 1: Market City-owned lots for affordable housing in accordance with the "Creating Affordable Housing Opportunities in Housing Improvement Zones" program					
	Number of Lots Marketed per Year	21	15	20	20	20

Source: 2024 - 2027 Multi-Year Budget page 174 and 184

Citizen Satisfaction with City Funding for Improving Inner City Housing



Source: City of Winnipeg Annual Citizen Survey

Performance Reporting – Cemeteries

Description


The Cemeteries Service facilitates the sale of cemetery lots/plots, niches and other products and services; completing interments and disinterments; maintaining and preserving cemetery records; conducting burial searches; and ensuring perpetual maintenance of cemetery grounds.

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Social Equity (SE)

Performance Reporting

Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 2: Ensure long-term sustainability of municipal cemeteries, through the continued development of sound work practices, prudent management of land supply, timely provision of new interment rights and the implementation of new programs and services					
Lineal Feet of New Poured in Place Monument Beam Foundation Installed in Public Sections [B]	542	464	240	240	108

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

Source: 2024 - 2027 Multi-Year Budget page 190 and 191

Effectiveness Measurement

Comparison of Perpetual Maintenance Reserve Funds of Municipally Owned and Operated Cemeteries (2022)

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

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

Performance Reporting – Golf Services (SOA)

Description

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.

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Good Health and Well-Being (HW)

Performance Reporting

Service Goal / Measure Description		2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
Goal 1: Improve the overall image of municipal courses by enhancing the golf experience on and off the golf course	Kildonan Park Golf Course (39.49 hectares, 18-hole course)					
	Days Open	207	171	165	187	187
	Total Rounds	38,888	28,610	32,500	34,500	34,500

Source: 2024 - 2027 Multi-Year Budget page 194

Budget and Strategic Priorities Action Plan Alignment





Key Theme	SPAP Action Item	Program / Initiative	Outcome / KPIs	Status Update
The Downtown	1.4 Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown	Universal Accessibility	Reduce barriers to City facilities and services for citizens experiencing accessibility challenges	In Progress

Source: 2024 - 2027 Multi-Year Budget pages 186 and 187

Budget Highlights

Annual Tax Supported Operating Increase ¹	Expenditure Growth Rate Average ²
Current Budget Cycle (2024 to 2027)	5.0%
Previous Budget Cycle (2020 to 2023)	1.1%

Service	Operating Budget Highlight(s)	Capital Budget Highlight(s)	SPAP
Development Approvals, Building Permits and Inspections	<ul style="list-style-type: none"> Increase in percentage of Development Applications, Building Permits & Inspections revenue transferred to the Permit Reserve from 1.5% in 2023 to 4.8% in 2024 Incremental budget of \$1.1 million for 10 new FTEs in 2024 		
Cemeteries		<ul style="list-style-type: none"> Includes funding of \$0.9 million for the development of Cemeteries infrastructure and columbaria purchases 	

Notes:

1. Based on expenditures before capital related expenditures
2. Average expenditure increase for 2024 to 2027 budget and 2020 to 2023 budget.
3. Source: 2024 – 2027 Multi-Year Budget starting on page 167; Supplement to the 2024 Budget pages 177 and 178.

2024 Budget Overview

(Service Based View)

Service Based Budget (in millions of \$)	FTEs	Mill Rate Support / (Contribution) / (Surplus)	Capital Budget	Reserves, Draw (Net Income)
Cemeteries ¹	27.6	0.8	0.9	(0.4)
City Planning ²	18.6	2.3	-	-
Development Approvals, Building Permits & Inspections ³	216.6	(9.1)	-	-
Heritage Conservation	2.2	0.3	12.1	0.1
Neighbourhood Revitalization	4.0	2.1	-	2.4
Property Asset Management ⁴	53.9	(3.9)	-	(2.9)
Golf Services ⁵	23.7	(0.7)	-	-
Total	346.6	(8.2)	13.0	(0.8)

Notes:

1. Contributing departments: Planning, Property & Development (99%), Innovation & Technology (1%)
2. Contributing departments: Planning, Property & Development (96%), Innovation & Technology (4%)
3. Contributing departments: Planning, Property & Development (95%), Public Works (2%), Innovation & Technology (3%)
4. Contributing departments: Assets & Project Management (65%), Planning, Property & Development (31%), Innovation & Technology (4%)
5. Surplus will reduce Golf Services' accumulated operating deficit.

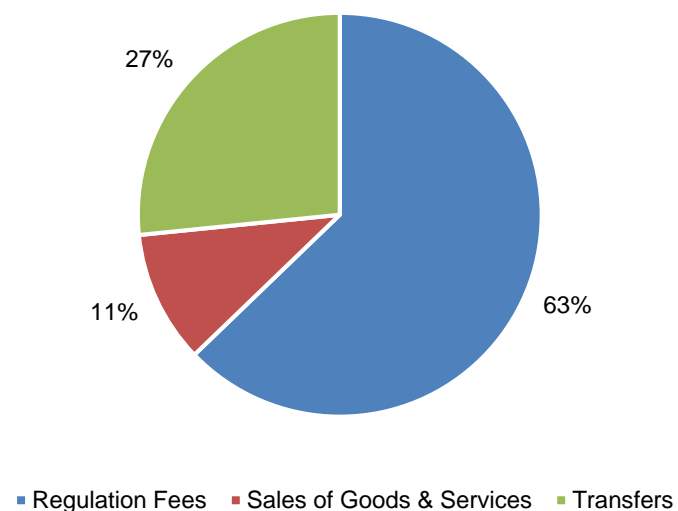
Service Based Operating Budget



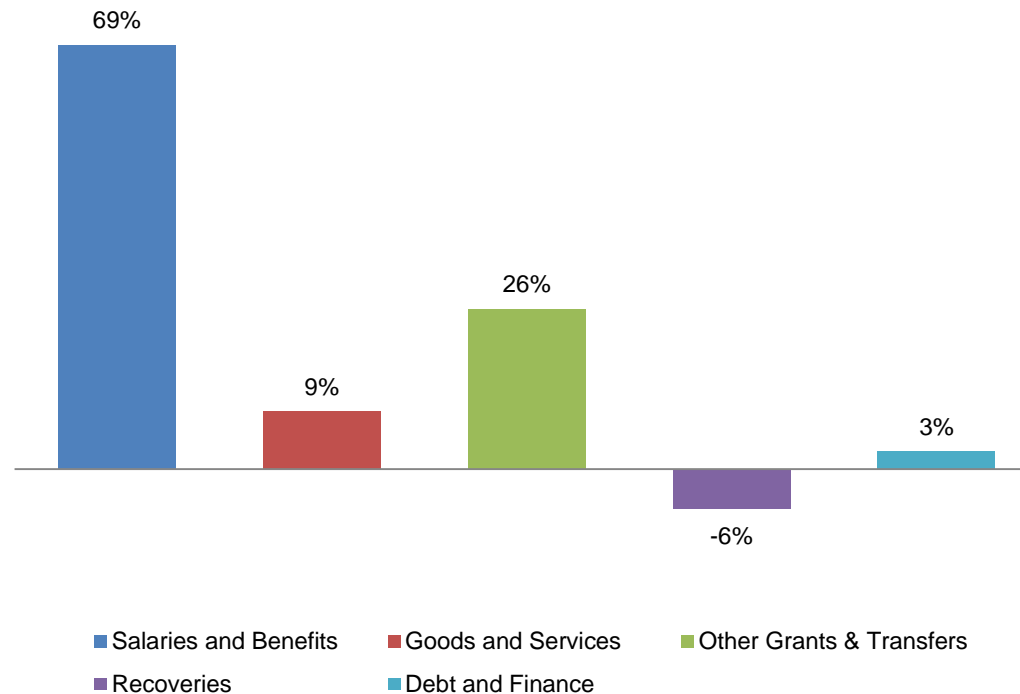
2024 Budget Overview

(Service Based View¹)

Revenues = \$53.9 million



Expenditures = \$46.4 million



Source: 2024 – 2027 Multi-Year Budget pages 167 to 193

1. Golf Services SOA disclosed separately - see Slide # 26

Comparison of 2023 Adopted Budget to 2024 Preliminary Budget

(Service Based View⁴)

	2023 Adopted Budget	2024 Budget	2024 Increase / (Decrease)			2025 Projection	2026 Projection	2027 Projection
			\$	%	Notes			
In millions of \$								
Revenue	\$ 53.8	\$ 53.9	\$ 0.1	0.2%	1	\$ 53.5	\$ 54.4	\$ 55.1
Expenditure	43.2	46.4	3.2	7.4%	2	47.8	49.8	52.1
Mill Rate (Support)/Contribution	\$ 10.6	\$ 7.5				\$ 5.7	\$ 4.6	\$ 3.0

Notes:

1. Revenue increase consists of inflationary increases for Regulation Fees and Sales of Goods & Services of \$2.0M offset by decreased transfers from reserves of \$1.9M.

2. Expenditure increase is primarily due to salary and benefits (\$2.0M of which \$1.1M is for 10 incremental FTEs), transfers to other funds (\$1.0M) with other operating costs making up the balance of the increase (\$0.2M).

3. Source: 2024 - 2027 Multi-Year Budget pages 167 to 193

4. Golf Services SOA disclosed separately - see Slide # 27

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

(Service Based View ⁴⁾)

2024 - 2027 Operating Budget

	2023 Adopted Budget	2024 Budget	Increase / (Decrease)	2025 Projection	2026 Projection	2027 Projection
Full Time Equivalents <i>(number of FTEs)</i>	335.63	346.56	10.93	355.06	365.07	373.07
Salaries & Benefits <i>(in millions of \$)</i>	\$ 31.4	\$ 33.5	\$ 2.1	\$ 35.6	\$ 37.7	\$ 39.8

Note 1: Total departmental (Planning, Property and Development & Golf) vacancy management \$2.2 million and 28.84 FTEs. 1 FTE is approximately equivalent to \$75,760 for vacancy management in the 2024 budget. Assets & Project Management, inclusive of the Municipal Accommodations Division, includes vacancy management of \$1.4 million and 17.35 FTEs for \$82,950 per FTE in the 2024 budget.

Note 2: 35 +/- temporary FTEs expected to be working in 2024 at a cost of approximately \$3.0 million. These costs are not included in the operating budget.

Note 3: Increase in FTEs due primarily to additional 10 budgeted FTEs for \$1.1 million in preparation for provincial permitting regulations and also includes addition of one FTE in Property Asset Management - Tax Supported offset by decrease of 2 FTEs in Property Asset Management - Municipal Accommodations. The latter position plus increases in salaries and benefits due to collective agreements accounts for the remaining \$1 million variance from 2023 .

Note 4: Includes Golf Services

Source: 2024 to 2027 Multi-Year Budget pages 178, 186 and 188.

Operating Budget Referrals

(Service Based View)

No.	Referrals to the Budget Process (include only those from an elected official process):	SPC/ Council/ Date	Included in Budget Y/N	2024		2025	2026	2027	SPAP Action Item
				FTE	\$	\$	\$	\$	
1	Bills 34, 37, 38 Status, Resourcing and Permit Reserve Fund Review	Council July 13, 2023	Total funding required	77.00	7,500,000	341,190	1,343,791	1,346,442	None
			Y	10.00	1,100,000	1,144,000	1,166,880	1,190,218	
			N	67.00	6,400,000	-	176,911	156,224	
2	Veterans Burial Plots	Council October 26, 2023	Total funding required	-	(23,000)	(23,000)	(23,000)	(23,000)	None
			Y	-	(23,000)	(23,000)	(23,000)	(23,000)	

Source (for budgeted amounts): 2024 to 2027 Multi-Year Budget pages 176 to 179 and 190 to 193

Service Based Capital Budget



Capital Summary

(Service Based View)

Service (\$000's)	2023 Adopted Budget	2024 Budget	2025 - 2028 Forecast	2029 Forecast	6-year Total
Heritage Conservation	543	12,147	200	-	12,347
Development Applications, Building Permits and Inspections	100	-	210	-	210
Cemeteries	200	943	2,136	113	3,192
Total Capital Budget	843	13,090	2,546	113	15,749

Source: Supplement to the 2024 Budget pages 172, 177, 178, 185, 188 and 202

Key Projects in the Funded Capital Submission

(Service Based View)



Cemetery Planning & Development Program

Establishment of new full body interment sections at Brookside Cemetery. This work will include initial site planning work, new roadway construction, installation of new beam foundations and landscaping.

Budget Year(s): 2024 -2028

Amount: \$1.7 million

New Columbaria Investment

Installation of columbaria and other cremation interment options within the Garden of Remembrance at each of Brookside, St. Vital and Transcona Cemeteries. The existing supply of product at each cemetery is limited and expansion is needed in order to accommodate new product sales.

Budget Year(s): 2024-2028

Amount: \$1.2 million



City of Winnipeg Archives – The Winnipeg 150 Legacy Project

Renovations at 380 William Avenue will create a space that meets the programming needs of today's City of Winnipeg Archives, including the legislated and fiduciary requirements for the long-term storage and preservation of archival records

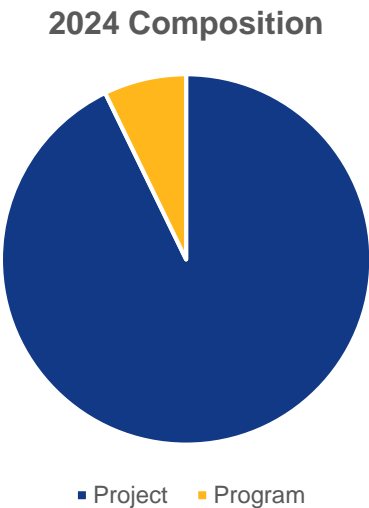
Budget Year(s): 2024

Amount: \$12.15 million

Source: Supplement to the 2024 Budget pages 177, 178 and 188

Additional Capital Details

(Service Based View)



The 2024 Budget includes one project (93%) and two programs (7%)

A Class 3 estimate is the accepted level of accuracy required for a project budgeted in the current year and construction cannot commence until that level of accuracy has been obtained.

Regarding the City of Winnipeg Archives – The Winnipeg 150 Legacy Project, a Class 3 estimate was obtained in January 2024.

Source: Supplement to the 2024 Budget pages 172, 177, 178, 185, 188 and 202

Capital Budget Changes

(Service Based View)

Description (\$000's)	Expln.	Changes from Forecast						2029 Forecast	6-year Total	SPAP Action Items
		2024 Budget	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2024 to 2028 Total			
Council Approved Forecast		12,447	100	500	524	310	13,881	-	13,881	None
Increase / (Decrease) From Forecast:										
Cemetery Planning and Development	1	349	291	284		166	1,090		1,090	None
New Columbaria Investment	2	294		121	124	126	665		665	None
2029 Submission	3						-	113	113	None
Total Changes		643	291	405	124	292	1,755	113	1,868	
PRELIMINARY CAPITAL BUDGET		13,090	391	905	648	602	15,636	113	15,749	

Variance to forecast explanations:

- 1 Additional budget to establish an inventory of at least three years' of supply of lots/plots at Brookside, St. Vital and Transcona Cemeteries, ensuring community demand can be satisfied while generating significant and growing revenue for the Cemeteries Branch.
- 2 Additional budget provided to enable the Cemeteries Branch to continue investing in new columbaria and associated infrastructure, which will ensure that community demand can be satisfied, and the Cemeteries Branch can continue to generate significant and growing revenue, with a goal of reaching financial self-sufficiency.
- 3 Increase in Cemeteries Improvements in 2029. Amount is consistent with previous years forecasts.

Source: Supplement to the 2024 Budget pages 172, 177 and 178

Capital Budget Referrals

(Service Based View)

No.	Referral Name	Referral Wording	SPC/Council and Date	Included in the Budget	2024	2025	2026	2027	2028	2029	6-Year Total	SPAP Action Items
				Y/N	(\$ 000's)							
1	Downtown Wayfinding	That the downtown wayfinding be referred to the 2024-2027 Multi-Year Budget Review Process	SPC on Property and Development, October 6, 2023	N	Note 1						-	1.1 Accelerate completion of the downtown secondary plan (CentrePlan) taking into consideration: a. Infrastructure needs such as electric vehicle charging stations, greenspace, and public art b. Transforming surface parking lots, vacant buildings, or other desirable lots into green spaces and parks to increase greenspace, canopy, and improve connectivity across waterways to surrounding amenities c. Renew and enhance the Wayfinding Sign System in the downtown
TOTAL CAPITAL BUDGET REFERRALS					-	-	-	-	-	-	-	

Note 1: While the specific referral included an amount of \$300,000, given the significant changes to the downtown, including in the Transit Master Plan as well as the work currently underway for the Downtown CentrePlan 2050, the amount required for downtown wayfinding is not reasonably estimable at this time. Estimated budget requirements will be refined as related planning work unfolds.

Reserve Projections

(Service Based View)

In Millions of \$	2023 Forecast Balance	2024 Activities	2024 Balance	2025 Balance	2026 Balance	2027 Balance
City Cemeteries Reserve	\$ 21.9	\$ 0.4	\$ 22.3	\$ 22.4	\$ 22.8	\$ 23.2
Land Operating Reserve	11.4	2.9	14.3	20.0	22.9	28.8
Housing Rehabilitation Investment Reserve	4.7	(2.2)	2.5	2.3	2.1	1.9
Multiple-Family Dwelling Tax Investment Reserve	1.3	(0.2)	1.1	1.3	1.3	1.4
Heritage Investment Reserve	0.5	(0.1)	0.4	0.3	0.3	0.3
Permit Reserve	-	-	-	-	-	-
TOTAL	\$ 39.8	\$ 0.8	\$ 40.6	\$ 46.3	\$ 49.4	\$ 55.6

Source: 2024 - 2027 Multi-Year Budget pages 175, 179, 183, 187 and 193

Service Based Operating Budget

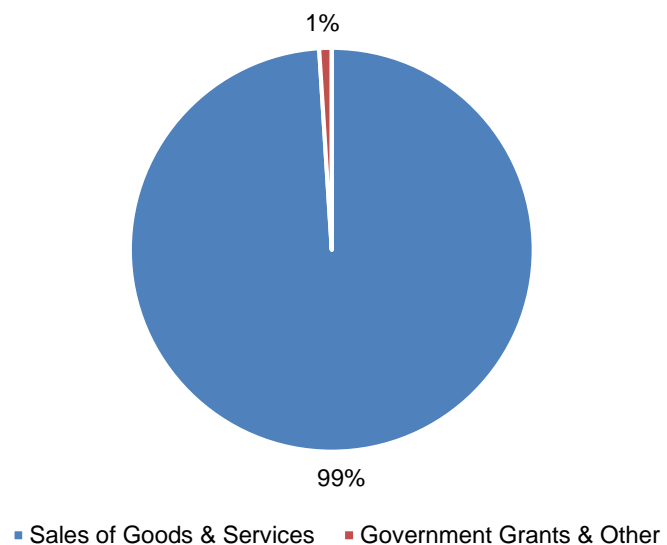
Winnipeg Golf Services SOA



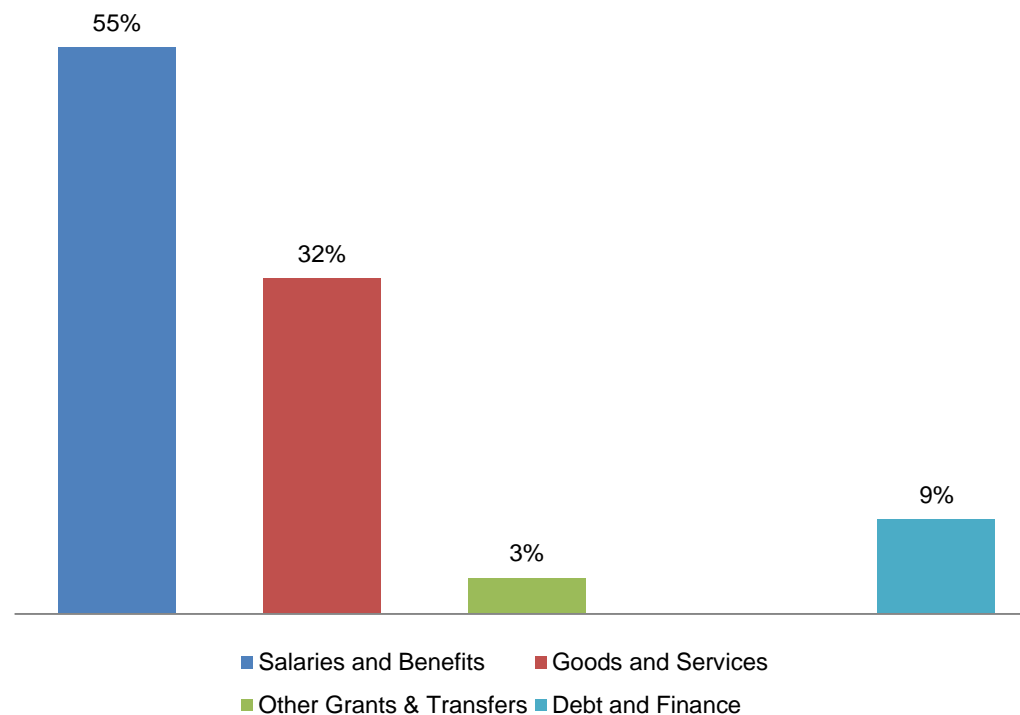
2024 Budget Overview

(Service Based View)

Revenues = \$3.9 million



Expenditures = \$3.2 million



Source: 2024 – 2027 Multi-Year Budget pages 194 and 195

Comparison of 2023 Adopted Budget to 2024 Preliminary Budget

(Service Based View)

In millions of \$

Revenue

Expenditure

Surplus/(Deficit)

2023 Adopted Budget	2024 Budget	2024 Increase / (Decrease)			2025 Projection	2026 Projection	2027 Projection
		\$	%	Notes			
\$ 3.7	\$ 3.9	\$ 0.2	5.4%	1	\$ 4.0	\$ 4.1	\$ 4.2
3.2	3.2	-	0.0%	2	3.2	3.3	3.3
\$ 0.5	\$ 0.7				\$ 0.8	\$ 0.8	\$ 0.9

Notes:

1. Revenue increase consists of inflationary increases for sales of goods and services, primarily green fees.
2. Expenditures remain consistent in 2024 compared to 2023.
3. Source: 2024 - 2027 Multi-Year Budget pages 194 and 195

