



Preliminary 2017 Operating and Capital Budgets and 2018 to 2022 Five-Year Capital Forecast

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

Planning, Property and Development Department

December 5, 2016

Planning, Property and Development Department Services Provided

- Development Approvals, Building Permits & Inspections*
- City Planning*
- Economic Development*
- Heritage Conservation*
- Neighbourhood Revitalization*
- Property Asset Management (including Municipal Accommodations)*
- Cemeteries*
- City Beautification
- Arts, Entertainment and Culture
- Transportation Planning & Traffic Management
- Land Drainage and Flood Control

*
PPD is lead department for this service

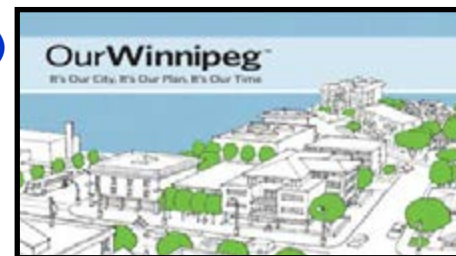
Department Structure

City Building and Development – Four Pillars

- Urban Planning and Design
- Land and Real Estate
- Zoning and Permits
- Municipal Accommodations



- Goal - Flat, Flexible, Forward Thinking Organization
- 600 Staff 50/100/120/300 (note)
- Budget \$121 million
- Tax support \$4.5 million



Note: 30 other staff not included under Four Pillars

Urban Planning and Design

Fast Facts

- Land Policy advice and guidance to Community Committees, Standing Policy Committee and Council. OurWinnipeg, Complete Communities
- Land Development reviews and 400 reports to SPC – 527 reports directly to Community Committee
- Coordination of the Universal Design and Public Art program
- Land Dedication, Heritage and Economic Development Reserves
- 54 Award of Contracts
- 708 Total Historic Resources under conservation and commemoration
- 75+ Community public space projects underway



Real Estate and Land Development

Fast Facts

- Real Estate Acquisitions: 105 properties in progress including:
 - Polo Park I & II – 17 properties (14 exp/3 acq) – 2014/2015
 - BRT II – 42 properties (33 exp/9 acq) - 2016
 - Waverley – 18 properties (16 exp/2 acq) - 2016
- Sales and surplus properties, Expressions of Interest and Appraisals
- Land Development Agreements - coordination of Land Servicing on behalf of all City Departments
- Survey Monuments – 2,100 information requests and maintenance
- Cemeteries – Perpetual care and maintenance for 45,000 current interments



Zoning and Permits

Fast Facts

- Renovation permits -over the first 10 months there have been 1,385 applications a 90 per cent increase. permits for renovations have increased by 52 per cent.

- 10,000 Structural Plan Reviews

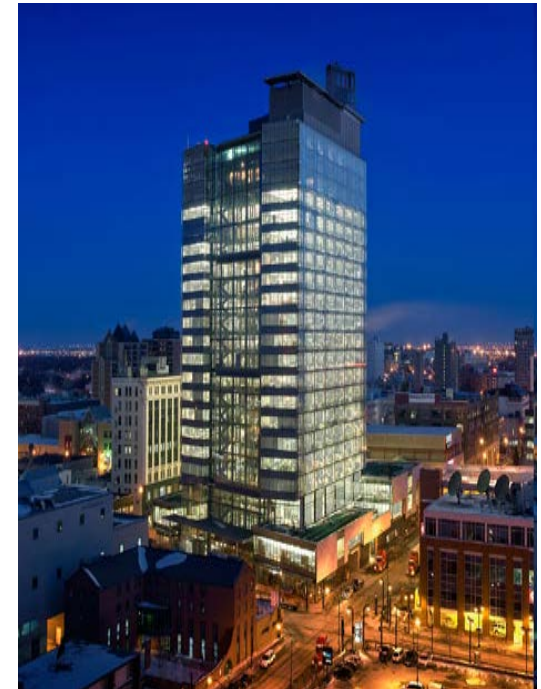
- 30,000 permits issued / 100,000 inspections

- Commercial Applications – increase over 2015

		<u>rec'd/processed</u>
■ New / Additions	52%	326/267
■ Renovations	17%	1,305/1,207

- Housing Applications – increases over 2105

		<u>rec'd/processed</u>
■ New / Additions	10%	2,244/2,181
■ Renovations	90%	1,385/1,380



Municipal Accommodations

Fast Facts

- Total Building Assets under Management **938 / 475 occupied.**
- 2017 Operating Budget **\$75 million**
- Total annual Capital Budget under management **\$30 million**
- Projected (Normalized) Annual projects in progress **300**
- Lease Agreements under Management **750**
- Total Major Capital Projects in progress **\$41 million** (individual projects valued >\$2 million)
- “**102 Smart Buildings**” (Centrally Controlled monitored and /or secured)
Note: Declared **APWA “Best Practice”**



Planning, Property and Development Department 2017 Preliminary Operating Services Budget (millions \$)

	<u>REVENUE</u>	<u>EXPENDITURES</u>	<u>MILL RATE SUPPORT / (CONTRIBUTION)</u>
Assessment, Tax & Corporate	\$ 0.018	\$ -	(0.018)
City Beautification	-	0.218	0.218
Parks and Urban Forestry	-	1.582	1.582
Land Drainage and Flood Control	0.171	1.049	0.878
Transportation Planning and Traffic Management	-	0.165	0.165
Cemeteries	1.695	2.724	1.029
City Planning	-	2.329	2.329
Development Approvals, Building Permits & Inspections	28.130	19.612	(8.518)
Economic Development	-	1.392	1.392
Heritage Conservation	-	0.436	0.462
Neighbourhood Revitalization	-	2.360	2.360
Property Asset Management - Tax Supported	10.810	13.263	2.453
Unallocated	-	0.750	0.750
	<u>\$ 40.824</u>	<u>\$ 45.880</u>	<u>\$ 5.056</u>
One-Time Transfers From Reserves	0.600	-	(0.600)
Total Tax-Supported	\$ 41.424	\$ 45.880	\$ 4.456
Property Asset Management - Municipal Accommodations	75.155	75.155	-
Total Planning, Property and Development	\$ 116.579	\$ 121.035	\$ 4.456

Planning, Property and Development Department 2017 to 2019 Preliminary Operating Budget (millions \$)

	<u>2016</u> (Adopted)	<u>2017</u>	<u>2018</u>	<u>2019</u>
GOVERNMENT GRANTS	\$ 0.391	\$ -	\$ -	\$ -
REGULATION FEES	23.683	26.884	27.422	27.970
SALE OF GOODS & SERVICES	3.435	2.676	2.729	2.784
TRANSFERS	17.659	11.708	11.126	10.606
OTHER REVENUE	0.153	0.156	0.159	0.162
	<u>\$ 45.321</u>	<u>\$ 41.424</u>	<u>\$ 41.436</u>	<u>\$ 41.522</u>
SALARIES & BENEFITS	\$ 25.999	\$ 26.860	\$ 27.752	\$ 28.545
SERVICES	2.865	3.528	3.536	3.289
MATS PARTS & SUPPLIES	0.212	0.207	0.203	0.202
ASSETS & PURCHASES	0.120	0.120	0.120	0.120
DEBT & FINANCE CHARGES	0.484	0.477	0.471	0.466
GRANTS, TRANSFERS & OTHER	18.635	16.470	17.394	17.606
RECOVERIES	(2.787)	(2.069)	(2.059)	(2.089)
	<u>\$ 45.528</u>	<u>\$ 45.593</u>	<u>\$ 47.417</u>	<u>\$ 48.139</u>
MILL RATE SUPPORT / (CONTRIBUTION)	<u>\$ 0.207</u>	<u>\$ 4.169</u>	<u>\$ 5.981</u>	<u>\$ 6.617</u>

Planning, Property and Development Department 2017 Preliminary Revenue - Changes Over 2016 Adopted (millions \$)

2016 Adopted Revenue	\$ 45.321
Increase in Regulation Fees	1.647
Increase in Land Development Fees	0.552
Decrease in Transfer from Municipal Accommodations Fund	(5.200)
Net Decrease in Transfers from Reserves	(0.751)
Net Decrease in Other Revenue Accounts	<u>(0.145)</u>
2017 Preliminary Revenue	<u>\$ 41.424</u>

Planning, Property and Development Department 2017 Prelim. Expenditures - Changes Over 2016 Adopted (millions \$)

2016 Adopted Expenditures	\$ 45.528
- Increase in Salaries and Benefits (net)	0.861
- Increase in Transfer to General Capital Fund	0.652
- Net Decrease in FTE Recoveries from Other Funds	0.421
- Decrease in Transfer to Municipal Accommodations	(1.952)
- Decrease in transfer to Golf Services	(0.288)
- Net Increase in Other Expenditure Accounts	<u>0.371</u>
2017 Preliminary Expenditures	<u>\$ 45.593</u>

Planning, Property and Development Department Municipal Accommodations

2017 to 2019 Preliminary Operating Budget (millions \$)

	<u>2016</u> (Adopted)	<u>2017</u>	<u>2018</u>	<u>2019</u>
GOVERNMENT GRANTS	\$ 0.250	\$ 0.250	\$ 0.250	\$ 0.250
REGULATION FEES	0.015	0.015	0.015	0.015
SALE OF GOODS & SERVICES	3.973	2.104	2.125	2.136
INTEREST & DEBT	0.020	0.030	0.030	0.030
TRANSFERS	70.835	72.751	77.341	75.818
OTHER REVENUE	0.005	0.005	0.005	0.005
	<u>\$ 75.098</u>	<u>\$ 75.155</u>	<u>\$ 79.766</u>	<u>\$ 78.253</u>
SALARIES & BENEFITS	\$ 20.285	\$ 20.683	\$ 21.123	\$ 21.560
SERVICES	29.568	31.167	31.224	31.312
MATS PARTS & SUPPLIES	5.084	5.380	5.441	5.486
ASSETS & PURCHASES	0.028	0.029	0.029	0.029
DEBT & FINANCE CHARGES	4.092	4.097	4.078	4.058
GRANTS, TRANSFERS & OTHER	19.242	17.328	21.406	19.351
RECOVERIES	(3.201)	(3.530)	(3.536)	(3.542)
	<u>\$ 75.098</u>	<u>\$ 75.155</u>	<u>\$ 79.766</u>	<u>\$ 78.253</u>
	<u>\$ 0.000</u>	<u>\$ 0.000</u>	<u>\$ 0.000</u>	<u>\$ 0.000</u>

Planning, Property and Development Department Municipal Accommodations

2017 Preliminary Revenue - Changes Over 2016 Adopted (millions \$)

2016 Adopted Revenue	\$ 75.098
- Increase in Transfer from Community Services related to Capital Projects	1.556
- Increase in Transfer from Community Services related to facilities operations and maintenance	0.658
- Decrease in rental revenue from 3 rd parties due to vacancy in 266 Graham Avenue	(1.869)
- Net Decrease in Transfer from Customers for Accommodation Charges	(0.338)
- Net Increase in Other Revenue Accounts	0.048
2017 Preliminary Revenue	<u>\$ 75.155</u>

Planning, Property and Development Department Municipal Accommodations

2017 Prelim. Expenditures - Changes Over 2016 Adopted (millions \$)

2016 Adopted Expenditures	\$ 75.098
- Decrease in Transfer to the General Revenue Fund ("the provision")	(5.200)
- Increase in Security, Janitorial and Maintenance Costs	1.550
- Increase in Transfer to the General Capital Fund ("Cash-to-Capital")	3.287
- Increase in Pool Chemicals and Refrigerant Costs	0.320
- Net Increase in Other Expenditure Accounts	<u>0.099</u>
2017 Preliminary Expenditures	<u>\$ 75.155</u>

Planning, Property and Development Department 2017 Preliminary Operating Budget – Full-Time Equivalents

	2016 Adopted Budget		2017 Submission		Change			Notes
	FTEs	\$ (millions)	FTEs	\$ (millions)	FTEs	%	\$ (millions)	
Gross	344.60	27.530	346.16	28.264	1.56	0.45%	0.734	
Vac. Mgmt.	(25.92)	(1.921)	(24.57)	(1.898)	1.35	-5.21%	0.023	
Net	318.68	25.609	321.59	26.366	2.91	0.9%	0.757	1

Notes:

1. FTE Change due to the following:

Positions added through the 2016 Budget Process that were pro-rated:

- 15 Postions pro-rated for July 1, 2016 start date budgeted for full year in 2017 7.50
- 5 Postions pro-rated for April 1, 2016 start date budgeted for full year in 2017 1.25

Transfer of Homelessness Partnering Strategy program to Commuity Services Dept:

- HPS Coordinator (1.00)
- Community Development Workers (4.00)
- Clerk A (1.00)

Net decrease in temporary positions

- Technical Assistants (0.66)
- Inspectors (1.20)

Decrease in Estimated Staff Turnover 1.35

Other Net Increases 0.67

2.91

Planning, Property and Development Department Municipal Accommodations 2017 Preliminary Operating Budget – Full-Time Equivalents

	2015 Adopted Budget		2016 Submission		Change			
	FTEs	\$ (millions)	FTEs	\$ (millions)	FTEs	%	\$ (millions)	Notes
Gross	306.62	20.900	307.09	21.527	0.47	0.15%	0.627	
Vac. Mgmt.	(11.26)	(0.615)	(11.26)	(0.844)	0.00	0.00%	(0.23)	
Net	295.36	20.285	295.83	20.683	0.47	0.16%	0.398	1

Notes:

1. FTE Change due to the following:

Miscellaneous Adjustments - Seasonal Staff

0.47

0.47

Planning, Property and Development Department

2017 Preliminary Operating Budget

Summary of Reserve Balances

Financial Projections (\$000's)	2016 Proj	2017 Budget	2018 Proj	2019 Proj	2020 Proj	2021 Proj	2022 Proj
Reserve Name:							
Land Operating Reserve	11,686	12,412	17,395	16,228	13,555	13,038	12,510
Land Dedication Reserve	7,540	7,421	7,353	7,285	7,216	7,148	7,079
Permit Reserve	2,000	1,356	1,357	1,358	1,359	1,359	1,360
Heritage Investment Reserve	2,921	2,856	3,822	3,874	3,808	3,741	3,663
Housing Rehabilitation Investment Reserve	5,162	5,149	5,137	5,124	5,112	5,099	5,087
Economic Development Investment Reserve	1,139	842	956	1,091	1,309	1,746	1,372
Perpetual Maintenance Reserves	18,023	18,525	19,026	19,540	20,062	20,594	21,136
Multi-Family Dwelling Investment Reserve	4,410	2,816	2,818	2,819	2,821	2,822	2,823
Golf Course Reserve	452	0	0	0	0	0	0

Planning, Property and Development Department 2017 Preliminary Capital Budget & Five Year Forecast

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	2016 Adopted Capital Budget	2017 Capital Budget Submission	2018 to 2022 Five-Year Forecast	2017 to 2022 Six-Year Total
<u>PLANNING, PROPERTY AND DEVELOPMENT</u>				
Computer Automation	200	-	671	671
Riverbank Greenway Programs	443	225	2,114	2,339
Cemeteries - Improvements	432	408	1,994	2,402
Downtown Enhancement Program	400	400	2,000	2,400
BIZ Zones, Image Routes and Neighborhood Main Streets	400	974	2,000	2,974
Public Art Strategy	500	500	2,500	3,000
Land Acquisition for General Unspecified Purposes	-	1,800	1,236	3,036
Developer Payback	275	280	1,405	1,685
Riverbank Stabilization - Physical Asset Protection	1,686	1,229	5,000	6,229
Building Communities Initiative III	500	-	9,500	9,500
Mayfair Recreation Centre Redevelopment	198	-	-	-
Tache Promenade		4,303	-	4,303
TOTAL PLANNING, PROPERTY AND DEVELOPMENT	5,034	10,119	28,420	38,539

Planning, Property and Development Department 2017 Preliminary Capital Budget vs. 2017 Adopted-In-Principle

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	ADOPTED BUDGET 2016	ADOPTED IN PRINCIPLE BY COUNCIL 2017	CHANGES	PRELIMINARY CAPITAL BUDGET 2017
PLANNING, PROPERTY AND DEVELOPMENT				
Computer Automation	200	120	(120)	-
Riverbank Greenway Programs	443	405	(180)	225
Cemeteries - Improvements	432	408	-	408
Downtown Enhancement Program	400	400	-	400
BIZ Zones, Image Routes and Neighborhood Main Streets	400	400	574	974
Public Art Strategy	500	500	-	500
Land Acquisition for General Unspecified Purposes	-	300	1,500	1,800
Developer Payback	275	280	-	280
Riverbank Stabilization - Physical Asset Protection	1,686	1,000	229	1,229
Building Communities Initiative III	500	2,120	(2,120)	-
Mayfair Recreation Centre Redevelopment	198	-	-	-
Tache Promenade	-	-	4,303	4,303
TOTAL PLANNING, PROPERTY AND	5,034	5,933	4,186	10,119

Planning, Property and Development Department

Municipal Accommodations

2017 Preliminary Capital Budget & 2018 to 2022 Five Year Forecast

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	2016 Adopted Capital Budget	2017 Capital Budget Submission	2018 to 2022 Five-Year Forecast	2017 to 2022 Six-Year Total
General Building Renovation and Refurbishing	100	222	2,180	2,402
Accommodation Facilities	525	425	7,566	7,991
Millennium Library - HVAC and Temperature Control Improvements	500	-	2,245	2,245
Fire / Life Safety / Regulatory Upgrades	339	625	3,611	4,236
Energy Conservation	100	-	707	707
Tenant Improvement Prepayment - Major Department	-	-	741	741
Historic Buildings	200	145	1,145	1,290
Generator Set Replacement and Upgrades		-	650	650
Security / Building Automation System Initiatives	240	255	1,223	1,478
Community Centres - Refurbishing and Improvements	700	620	3,298	3,918
Arenas	525	547	2,683	3,230
Indoor Aquatic Facilities	535	2,375	12,342	14,717
Pan Am Pool - Boiler System Replacement	1,242	-	-	-
Pan Am Indoor Pool - Parking Lot Refurbishment	753	156	-	156
Outdoor Aquatic Facilities	350	342	1,700	2,042
Community Facilities	200	200	1,124	1,324
Building Asset / Work Management Program	162	100	837	937
UFF - Hockey Pen Light Standard Replacement	100	100	500	600
City-Wide Accessibility Program	425	425	2,125	2,550
Transcona Centennial Pool	-	-	-	-
City Hall - Building Refurbishment	1,200	2,645	-	2,645
Sherbrook Pool Reopening	-	-	-	-
Transcona Centennial Pool	2,300	-	-	-
TOTAL MUNICIPAL ACCOMMODATIONS	10,496	9,182	44,677	53,859

Planning, Property and Development Department Municipal Accommodations 2017 Preliminary Capital Budget vs. 2017 Adopted-In-Principle

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	ADOPTED BUDGET 2016	ADOPTED IN PRINCIPLE BY COUNCIL 2017	CHANGES	PRELIMINARY CAPITAL BUDGET 2017
<u>MUNICIPAL ACCOMMODATIONS</u>				
General Building Renovation and Refurbishing	100	100	122	222
Accommodation Facilities	525	851	(426)	425
Millennium Library - HVAC and Temperature Control Improvements	500	1,000	(1,000)	-
Fire / Life Safety / Regulatory Upgrades	339	588	37	625
Energy Conservation	100	100	(100)	-
Tenant Improvement Prepayment - Major Department	-	-	-	-
Historic Buildings	200	200	(55)	145
Security / Building Automation System Initiatives	240	240	15	255
Community Centres - Refurbishing and Improvements	700	620	-	620
Arenas	525	325	222	547
Indoor Aquatic Facilities	535	2,405	(30)	2,375
Pan Am Pool - Boiler System Replacement	1,242	-	-	-
Pan Am Indoor Pool - Parking Lot Refurbishment	753	126	30	156
Seven Oaks Indoor Pool - Renewal Plan	-	2,400	(2,400)	-
Outdoor Aquatic Facilities	350	342	-	342
Community Facilities	200	200	-	200
Building Asset / Work Management Program	162	152	(52)	100
UFF - Hockey Pen Light Standard Replacement	100	100	-	100
City-Wide Accessibility Program	425	425	-	425
St. James Civic Centre	-	5,986	(5,986)	-
City Hall - Building Refurbishment	1,200	1,000	1,645	2,645
Sherbrook Pool Reopening	-	-	-	-
Transcona Centennial Pool	2,300	-	-	-
TOTAL MUNICIPAL ACCOMMODATIONS	10,496	17,160	(7,978)	9,182

Preliminary 2017 Operating and Capital Budgets and 2018 to 2022 Five-Year Capital Forecast – Risks & Challenges

- Regulation fee revenues are dependent upon local development and construction market
- Reduced capacity of certain reserve funds *may* limit ability to respond to evolving situations in a timely fashion
- Recruitment and retention of qualified personnel
- Increasing facilities infrastructure deficit versus competing priorities for limited resources

Preliminary 2017 Operating and Capital Budgets and 2018 to 2022 Five-Year Capital Forecast

Questions?

