



2024-2027 Service Based Budget Overview

Community Services Department – Presentation to SPC Community Services

March 11, 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 – N/A to Community Services
5. Questions

Performance Reporting – Libraries

Libraries

Description

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

Key services include facilities, collections, programming, and technology.

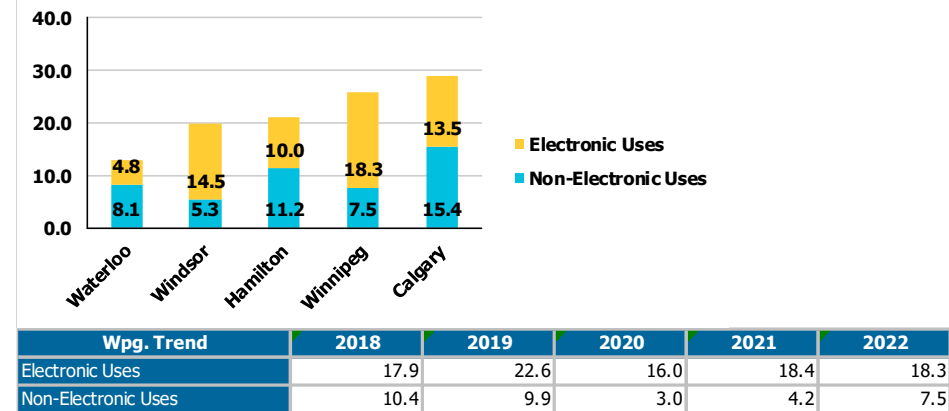
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Performance Reporting [A]

SPAP Theme / Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
Goal 3: Provide material that reflects the diverse needs and interests of the community					
Annual Library Uses per Capita (Non-Electronic) [F]	4.2	7.5	6.4	7.5	8.1
Annual Library Uses per Capita (Electronic) [F]	18.4	18.3	17.9	17.6	18.1

Annual Library Uses per Capita (2022)



Source: Municipal Benchmarking Network Canada (PLIB106, PLIB107)

Source: 2024 - 2027 Multi-Year Budget pages 242 to 244

Performance Reporting – Recreation

Recreation

Description

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

Key services include arenas, aquatic services, recreation services, and others.


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 Economic Prosperity (EP)

 Good Health and Well-Being (HW)

 Leadership and Good Governance (LG)

 Social Equity (SE)

Performance Reporting [A]					
SPAP Theme / Service Goal / Measure Description	2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 1: Directly provide recreation programs and services that reflect the diverse needs and interests of the community					
Total Number of Registered Programs Delivered	4,465	9,131	8,240	12,016	12,000

Source: 2024 - 2027 Multi-Year Budget page 220

Performance Reporting – Community Liveability

Community Liveability

Description

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

Key services include community licensing and by-law enforcement, vacant building enforcement, and bicycle recovery.

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Economic Prosperity (EP)



Good Health and Well-Being (HW)




Leadership and Good Governance (LG)



Social Equity (SE)

Performance Reporting

Service Goal / Measure Description		2021 Actual	2022 Actual	2022 Target	2023 Target	2024 Target
 Goal 1: Continue to increase efficiencies when enforcing by-laws that improve neighbourhood liveability and enhance quality of life in the community	Average Number of Working Days to Respond to All Public Requests for Service	11	8	13	13	10

Source: 2024 - 2027 Multi-Year Budget page 236



Budget and Strategic Priorities Action Plan Alignment

Key Theme	SPAP Action Item	Program / Initiative	Outcome / KPIs	Status Update	Outcome / Completion (in years)
The Downtown 	1.4 Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown	Increase Library and Recreation facility access	Improve access to safe community spaces	Initiated	1 - 5 years
A Livable, Safe, Happy City 	3.6 Increase funding to implement the Winnipeg Recreation Strategy	Winnipeg Recreation Strategy	Increase access to library and recreation services and facilities.	Initiated	10 - 15 years

Source: 2024 - 2027 Multi-Year Budget pages 224 to 225 and 245 to 246
 2024 Supplement to the 2024 Preliminary Budget pages 111 to 130

Budget Highlights (Service Based View)

Annual Tax Supported Operating Increase ¹	Expenditure Growth Rate Average ²
Current Budget Cycle (2024 to 2027)	4.4%
Previous Budget Cycle (2020 to 2023)	1.0%

Service	Operating Budget Highlight(s)	Capital Budget Highlight(s)	SPAP
Libraries	<ul style="list-style-type: none"> Increase due to one-time vacancy management adjustment in 2023 for temporary staffing recruitment and retention impacts. Increase in Provincial Library grant funding. Investment in expanding library hours and library security enhancements. 	<ul style="list-style-type: none"> New Northwest Winnipeg Library - \$4.7 million investment. 	
Recreation	<ul style="list-style-type: none"> Increase due to one-time vacancy management adjustment in 2023 for temporary staffing recruitment and retention impacts. Aquatic facility modernization - closure of 3 indoor/outdoor pools and replacement or decommissioning of 20 wading pools. 	<ul style="list-style-type: none"> Spray Pad Investment Program of \$20 million over five years beginning in 2025. Investments in recreational facilities for improvements, upgrades, and studies. Community Centre Renovation Grant Program \$2 million per year. 	
Community Liveability	<ul style="list-style-type: none"> Increase in salaries and operating costs to support Vacant Buildings Enforcement. Increase in salaries and operating costs for regulating Short-Term Rental Accommodations. 	<ul style="list-style-type: none"> N/A 	None

Notes:

1. Based on expenditures before capital related expenditures
2. Average expenditure increase for 2024 to 2027 budget and 2020 to 2023 budget.

Source: 2024 - 2027 Multi-Year Budget pages 224 to 225, 240 to 241, and 245 to 246
2024 Supplement to the 2024 Preliminary Budget pages 111 to 130

2024 Budget Overview

(Service Based View)

Service Based Budget (in millions of \$)	FTEs	Mill Rate Support /Contribution	Capital Budget	Reserves, Net Income
Recreation ¹	365	50.5	3.8	-
Libraries ¹	270	34.7	4.9	-
Community Liveability ¹	53	3.1	-	-
Total	688	88.3	8.7	-

Notes:

1. Other contributing departments include - Innovation and Technology (2-3%).

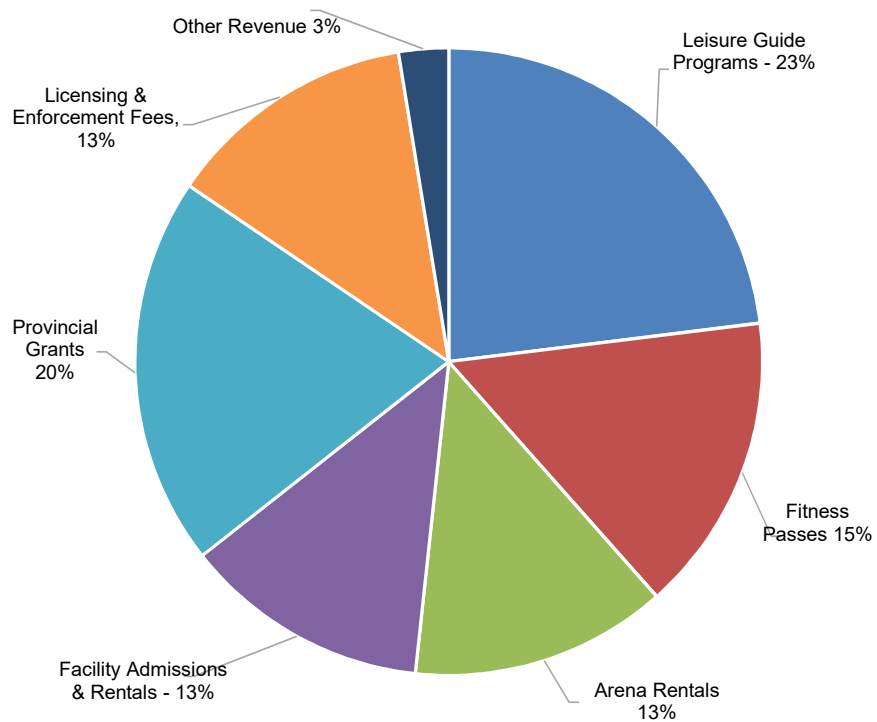
Source: 2024 - 2027 Multi-Year Budget pages 224 to 225, 240 to 241, and 245 to 246

Service Based Operating Budget

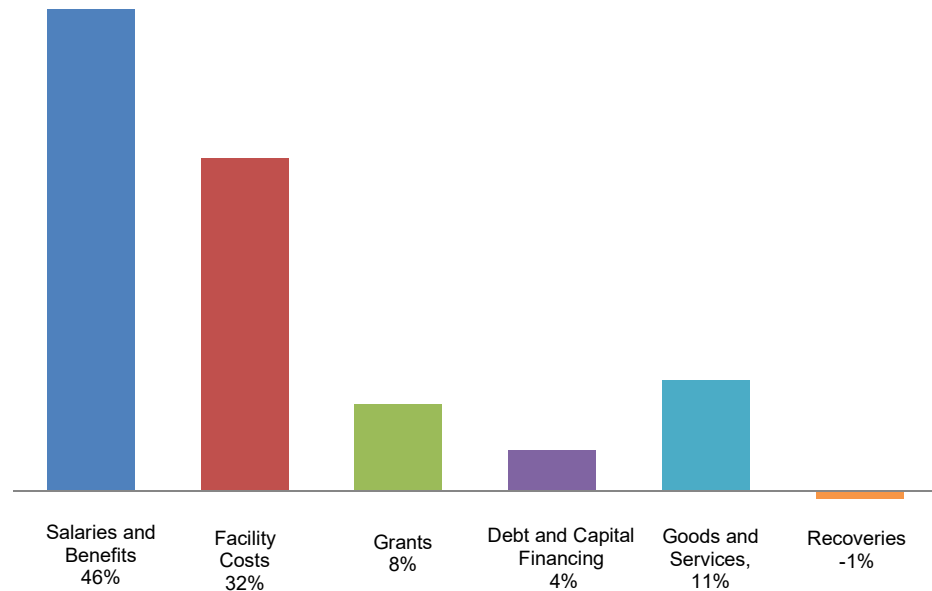


2024 Budget Overview (Service Based View)

Revenues = \$21.1 million



Expenditures = \$109.4 million



Source: 2024 - 2027 Multi-Year Budget pages 224 to 225, 240 to 241, and 245 to 246

Comparison of 2023 Adopted Budget to 2024 Submission

(Service Based View)

	2023 Adopted Budget	2024 Budget	2024 Increase / (Decrease)			2025 Projection	2026 Projection	2027 Projection
			\$	%	Notes			
In millions of \$								
Revenue	\$ 17.5	\$ 21.1	\$ 3.6	20.4%	1	\$ 22.0	\$ 22.7	\$ 23.1
Expenditure	97.3	109.4	12.0	12.3%	2	112.4	115.3	118.5
Mill Rate (Support)/Contribution	\$ (79.8)	\$ (88.3)				\$ (90.4)	\$ (92.7)	\$ (95.4)

Notes:

1. The revenue increase is primarily due to increases in Provincial Library grant funding, licensing and enforcement fees, and inflationary increases.

2. The expenditure increase is primarily a result of:

- A) Salary & benefits for collective agreements, restoration of one-time reductions in 2023, additional staffing for licensing and enforcement positions, and investments for library service improvements.
- B) Increases in operating costs for library security and safety; and facility costs related to building maintenance.
- C) Increased grant funding to General Council of Winnipeg Community Centres and Community Centre Universal Funding Formula grants.

Source: 2024 - 2027 Multi-Year Budget pages 224 to 225, 240 to 241, and 245 to 246

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

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>	654.00	688.00	34.00	684.00	691.00	689.00
Salaries & Benefits <i>(in millions of \$)</i>	\$ 44.4	\$ 50.4	\$ 6.0	\$ 51.9	\$ 54.1	\$ 55.2

Note 1: Total service-based vacancy management is \$2.2 million and 34 FTEs. Vacancy Management is 4.5% of gross salary and benefits.

1 FTE is approximately equivalent to \$63,000 for vacancy management in the 2024 budget.

Reconciliation of FTE Change 2023 Adopted vs 2024 Submission	
1. Increase due to the reversal of the one-time reduction in 2023 for temporary staffing recruitment and retention impacts.	19.19
2. Increase of six additional positions to support regulating Short-Term Rental Accommodations.	6.00
3. Increase of four additional By-Law Enforcement Officer positions to address problematic vacant buildings.	4.00
4. Increase staffing for the Community Connection Space in Millennium Library.	4.20
5. Miscellaneous adjustments.	0.61
Total Increase in 2024 Preliminary Budget FTEs over 2023 Adopted FTEs	34.00

Source: 2024 - 2027 Multi-Year Budget pages 224 to 225, 240 to 241, and 245 to 246

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	Improving Safety at the Millennium Library and Other Winnipeg Public Libraries That the operating budget requirement of \$2,434,000 annually be referred to the 2024-2027 multi-year budget process as follows: A. To continue to provide enhanced safety and security improvements at Winnipeg Public Library described in Recommendation 1 (\$1,820,000 annually); and B. To continue to staff and operate the Community Connections space at Millennium Library as described in Recommendation 2 (\$614,000 annually).	SPC-CS June 29, 2023 Council July 13. 2023	Total funding required as per the report	4.20	2,434,000	2,444,000	2,453,000	2,461,000	Support service to front line services
			Y	4.20	2,434,000	1,820,000	1,820,000	1,820,000	
			N	-	-	624,000	633,000	641,000	
2	Review of Library Services Division for Improvement and Investment That the resource requirements as identified in Appendix A be referred to the 2024-2027 multi-year budget process, including an incremental increase of 12.41 FTEs, additional mill rate support of \$2,042,131 in 2024, \$2,523,974 in 2025, \$3,006,453 in 2026 and \$3,489,582 in 2027.	SPC-CS Oct 31, 2023 Council Nov 23. 2023	Total funding required as per the report	12.41	2,042,131	2,523,974	3,006,453	3,489,582	1.4 Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown
			Y	10.69	1,000,000	1,500,000	2,000,000	2,000,000	
			N	1.72	1,042,131	1,023,974	1,006,453	1,489,582	

Source for budgeted amounts: 2024 - 2027 Multi-Year Budget pages 245 to 246

Operating Budget Referrals (Service Based View) - continued

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	\$	\$	\$	\$	
3	Implementing a New Bike Registration System and Bike Theft Prevention Program That funding for the new bike registration system and bike theft prevention program, in the amounts of \$50,625 in 2024; \$50,210 in 2025, \$51,550 in 2026 and \$52,890 in 2027, be referred to the 2024-2027 multi-year budget process.	SPC-CS Oct 31, 2023 Council Nov 23, 2023	Total funding required as per the report	-	50,625	50,210	51,550	52,890	None
			Y	-	50,625	50,210	51,550	52,890	

Source for budgeted amounts: 2024 - 2027 Multi-Year Budget pages 240 to 241

Service Based Capital Budget



Capital Summary (Service Based View)

Service (\$000's)	2023 Adopted Budget	2024 Budget	2025 - 2029 Forecast	6-year Total
Recreation	21,060	3,837	61,429	65,266
Libraries	425	4,888	2,920	7,808
Community Liveability	-	-	-	-
Total Draft Capital Submission	21,485	8,725	64,349	73,074

Key Projects in the Funded Capital Submission

(Service Based View)



Spray Pad Investment Program

This capital program will construct 10 new spray pads to address service gaps and replace/decommission wading pools.
Budget Year(s): 2025-2029
Amount: \$20 million



East of the Red Rec Plex

City contribution towards detailed design and construction of a new regional facility.
Budget Year(s): 2026 -2027
Amount: \$15 million*

Community Centre Renovation Grant Program

Grant funding for renovation projects for City-owned, board-run community centres.
Budget Year(s): 2024 -2029
Amount: \$12 million



Bonavista Recreation & Leisure Centre

City contribution to the development of a new recreation and leisure centre on Warde Avenue.
Budget Year(s): 2024 -2026
Amount: \$5.25 million*



Northwest Winnipeg - New Library

New leased library location.
Budget Year(s): 2024
Amount: \$4.713 million



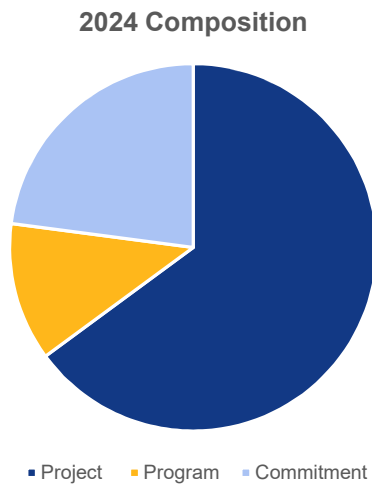
Tyndall Park Community Centre - Gymnasium Expansion

City contribution for an addition to the existing facility to incorporate a gymnasium and MPR space.
Budget Year(s): 2026
Amount: \$2.5 million*

* The amount identified represents a partial commitment towards the total project cost. Construction will not proceed until the project is fully funded.

Source: Supplement to the 2024 Preliminary Budget pages 111 to 130

Additional Details (Service Based View)



The 2024 Preliminary Budget includes:

- Four projects which are all estimated at a class 5 level. They account for 65% of the total capital budget.
- Five programs, which are 12% of the total capital budget.
- One commitment: the Community Centre Renovation Grant Program which accounts for 23% of the total capital budget.

Source: Supplement to the 2024 Preliminary Budget pages 111 to 130

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		2,699	1,835	4,545	3,838	2,407	15,324	-	15,324	
Increase / (Decrease) From Forecast:										
Community Centre Renovation Grant Program	1	1,035	1,035	1,035	1,035	1,035	5,175	1,035	6,210	3.6 Increase funding to implement the Winn
Northwest Winnipeg - New Library	2	4,713	-	-	-	-	4,713	-	4,713	None
Bonavista Recreation and Leisure Centre	3	250	2,500	2,500	-	-	5,250	-	5,250	3.6 Increase funding to implement the Winn
Spray Pad Investment Program	4	-	4,000	4,000	4,000	4,000	16,000	4,000	20,000	3.6 Increase funding to implement the Winn
East of the Red Rec Plex	5	-	-	5,000	10,000	-	15,000	-	15,000	3.6 Increase funding to implement the Winn
Miscellaneous adjustments	6	28	200	2,618	1,000	-	3,846	-	3,846	3.6 Increase funding to implement the Winn
2029 Submission	7						-	2,731	2,731	
Total Changes		6,026	7,735	15,153	16,035	5,035	49,984	7,766	57,750	
PRELIMINARY CAPITAL BUDGET		8,725	9,570	19,698	19,873	7,442	65,308	7,766	73,074	

Variance to forecast explanations:

- 1 Increase to maintain the Community Centre Renovation Grant Program at \$2 million annually.
- 2 Addition of a new capital project in 2024.
- 3 Advanced the feasibility study to 2024 and allocated additional funds in 2025 and 2026 for City contribution towards a future funding partnership for design and construction of the new recreation and leisure centre.
- 4 Addition of a new 5-year capital program beginning in 2025.
- 5 Addition of funds in 2026 and 2027 to support a City contribution towards a future funding partnership for detailed design and construction of the facility.
- 6 Includes adjustments between programs plus the inclusion of new projects in current and forecasted years.
- 7 Other various increases in 2029. Amounts are consistent with previous years forecasts.

Source: Supplement to the 2024 Preliminary Budget pages 111 to 130

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	SPAP Action Items
				Y/N	(\$ 000's)						Total	
1	Improving Safety at the Millennium Library and Other Winnipeg Public Libraries	That the Public Service be directed to report to the Standing Policy Committee on Community Services with recommendations for the redesign of the Millennium Library lobby upon completion of the 2023 Millennium Library lobby feasibility study and that any required funds for the redesign be referred to the 2024-2027 multi-year capital budget.	SPC-CS June 29, 2023	Total funding required per report	-	-	-	-	-	-	-	1.4 Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown
			Council July 13, 2023	N	-	-	-	-	-	-	-	
2	Funding for a Feasibility Study for a New Recreation Campus in the Marj Edey Park	That \$350,000 be referred to the 2024 Budget Process for the purposes of conducting a feasibility study.	SPC-CS Sept 13, 2023	Total funding required per report	350	-	-	-	-	-	350	3.6 Increase funding to implement the Winnipeg Recreation Strategy
			Council Sept 29, 2023	Y	350	-	-	-	-	-	350	
3	Review of Library Services Division for Improvement and Investment	That the resource requirements as identified in Appendix A be referred to the 2024-2027 multi-year budget process, including...increased capital investment of \$502,000 in 2024.	SPC-CS Oct 31, 2023	Total funding required per report	502	-	-	-	-	-	502	1.4 Expand access to existing facilities and programming for recreation, library, community gathering, and 24/7 safe spaces, especially downtown
			Council Nov 23, 2023	N	502	-	-	-	-	-	502	

Source: Supplement to the 2024 Preliminary Budget pages 111 to 130

Capital Budget Referrals – Continued (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)							
4	Winnipeg Recreation Strategy	That the Winnipeg Recreation Strategy's Recommended Capital Investment Plan and accompanying capital budget detail sheets, attached as Appendix C be referred to the 2024 Multi-year Budget process and subsequent budget years, in order to initiate the implementation of the Strategy and the move towards a more sustainable and contemporary recreation system , and that said budget referral consider all other possible funding mechanisms, in addition to potential debt financing.	SPC-CS May 6, 2022 Council May 26, 2022	Total funding required per Report	80,150	9,600	98,350	26,700	19,200	13,800	247,800	3.6 Increase funding to implement the Winnipeg Recreation Strategy
				Adjustments	26,919	(1,000)	8,292	11,200	1,200	1,200	47,811	
				Total funding required as of Feb 2024	107,069	8,600	106,642	37,900	20,400	15,000	295,611	
				Y	2,250	8,500	17,500	17,623	6,000	6,000	57,873	
				N	104,819	100	89,142	20,277	14,400	9,000	237,738	

Source: Supplement to the 2024 Preliminary Budget pages 111 to 130

