



Preliminary Budget

**Assets and Project Management –  
Municipal Accommodations Division  
Presentation to SPC on Property  
and Development**

January 13, 2025



Photo: Kristhine Guerrero, courtesy Tourism Winnipeg

# Agenda



1. Service Highlights and Business Plan Statements
2. Performance Reporting
3. Budget Highlights and Overview
4. Service Based:
  - a. Operating Budget
  - b. Capital Budget
5. Questions

# Service Highlights and Business Plan Statements

## Key Achievements:

- Retro-commissioning of City buildings as part of Continuous Improvement Initiative to enhance energy efficiency
- Capital project delivery on behalf of other departments include recently completed North District Police Station as well as ongoing projects such as South Winnipeg Recreation Campus, amalgamated Fire Station 9, Waverley West Fire Station, Boni-Vital Pool Renovation and City Archives building
- Arena Attendant-In-Training Program

## 2024 Financial Forecast (Budget vs Actuals as at November 30):

- Operating revenue shortfall of \$2.1 million
- Operating expenditures savings of \$2.1 million
- Surplus / (Deficit) of \$nil

## Future Plans:

- Updating Asset Management policies and directives including project prioritization procedures
- Asset consolidation associated with the Strategic Facilities Master Plan
- Potential implementation of upcoming Building Emission Reduction Strategy

## Challenges – 2025 Operating Budget:

- Staffing – recruitment/retention of experienced staff such as project management resources and tradespeople

# Performance Reporting – Property Asset Management

## Description

Plans, develops, operates, maintains, protects and preserves the City's physical building and related asset infrastructure to provide for current and future civic program accommodation needs; provides analysis/assessment, design, procurement, and project management for new and existing civic buildings/assets.

## OurWinnipeg



## Performance Reporting

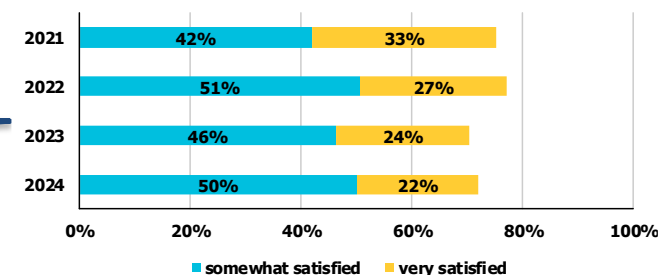
SPAP Theme / Service Goal / Measure Descri	2022 Actual	2023 Actual	2023 Target	2024 Target	2025 Target
<b>Goal 3: Optimize facility asset infrastructure condition</b>					
Condition of Recreation Facilities Portfolio, including aquatic and sporting facilities, community and neighbourhood centres and libraries - Facility Condition Index (FCI) [A]	0.470	0.520	0.425	0.425	0.425
Buildings - Facility Condition Index (FCI)					

[A] Facility Condition Index (FCI) is a recognized industry standard and is typically derived by dividing the current backlog of work by the current replacement value of the asset. An FCI score of 0 indicates that a facility's assets are in excellent condition with little to no maintenance needs; a score of 1 suggests they're in very poor condition and may require immediate attention.

Source: 2025 Preliminary Budget - pages 190 and 225.

## Effectiveness Measurements

### Citizen Satisfaction with the Condition of Recreation Facilities (respondents who used recreation facilities)



	2020	2021	2022	2023	2024
<b>Total Satisfied</b>	86%	75%	78%	70%	72%

Source: City of Winnipeg Annual Citizen Survey

# Performance Reporting – Property Asset Management


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## OurWinnipeg



## Performance Reporting

SPAP Theme / Service Goal / Measure Descri	2022 Actual	2023 Actual	2023 Target	2024 Target	2025 Target
 <b>Goal 5: Ensure efficient energy practices and environmental stewardship</b>					
Energy Consumption and Carbon Emission Reduction in Civic Facilities where Retro- and Re-Commissioning Activities (RCx) have been completed [A]					
Estimated Total Annual Utility Cost Savings	\$102,794	\$104,828	\$104,850	\$106,947	\$109,086

[A] Retro- and Re-commissioning (RCx) are systematic processes performed in existing facilities to optimize or 'tune up' the performance of prevailing equipment of the building rather than investing in replacement of major systems. RCx significantly improves the performance of facilities, delivery up to 15% in energy savings, and as much as \$0.18/sq. ft. in non-energy related savings.

Source: 2025 Preliminary Budget - page 190.

Note: Performance measurement data is not currently available.

# 2025 Budget Overview

## Service Based View

Service Based Budget (in millions of \$)	FTEs	Surplus /(Deficit)	Capital Budget	Reserves, Net Changes
Property Asset Management	278.73	-	1.9	-
<b>Total</b>	<b>278.73</b>	<b>-</b>	<b>1.9</b>	<b>-</b>

Notes:

Source: 2025 Preliminary Budget - page 194 ; Supplement to the 2025 Preliminary Budget - page 349.

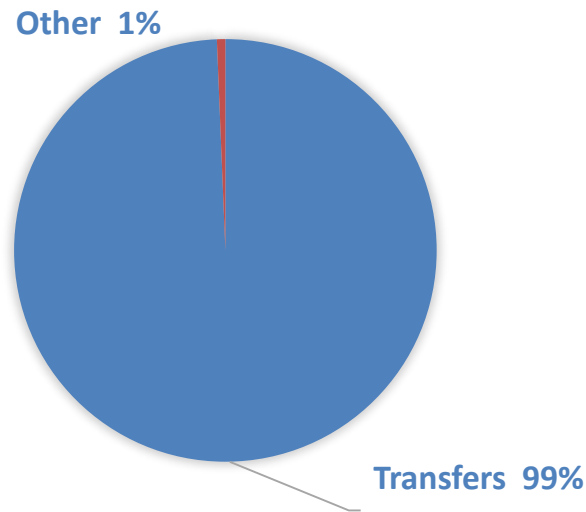
# Service Based Operating Budget



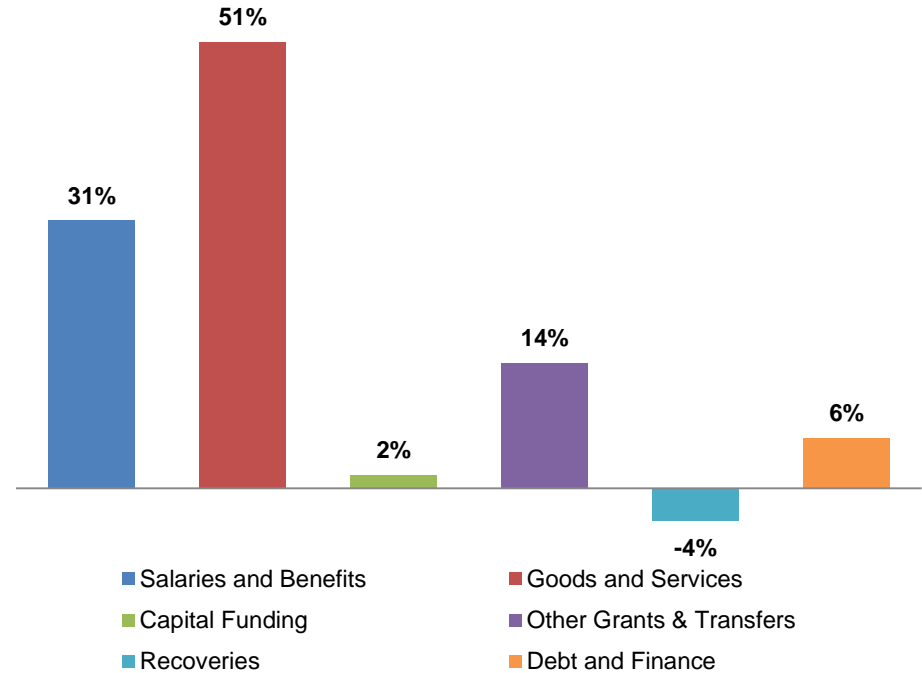
# 2025 Budget Overview

## (Service Based View)

Revenues = \$77.7 million



Expenditures = \$77.7 million



Source: 2025 Preliminary Budget – page 194.



# Comparison of 2024 Adopted Budget to 2025 Preliminary Budget

## Service Based View

In millions of \$

	2024 Adopted Budget	2025 Prelim Budget	2025 Increase / (Decrease)			2026 Projection	2027 Projection
			\$	%	Notes		
Revenue	\$ 77.4	\$ 77.7	\$ 0.3	0.4%	1	\$ 77.9	\$ 78.5
Expenditure	77.4	77.7	0.3	0.4%	2	77.9	78.5
<b>Surplus / (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>				<b>\$ -</b>	<b>\$ -</b>

Notes:

1. Revenue increase is due to an increase of \$0.3 million or 1.5% in the transfer from Community Services for facilities operations and maintenance.
2. Expenditure increase is due primarily to increases in salaries & benefits (\$0.8 million), 3rd party rental expense (\$0.4 million) and various maintenance costs (\$0.2 million). A discrepancy in accommodations charges was identified and corrected resulting in an offsetting reduction of \$1.1 million in the transfer to the General Revenue Fund.

Source: 2025 Preliminary Budget - page 194.

# Comparison of 2025 Projection (from 2024 Adopted Budget) to 2025 Budget Update

## Service Based View

In millions of \$

2025 to 2027 Budget - Gross Revenue & Expenditures

2025 to 2027 Projection from 2024 Budget - Gross Revenue & Expenditures

**Increase in Gross Revenue & Expenditures**

	2025 Budget	2026 Projection	2027 Projection
2025 to 2027 Budget - Gross Revenue & Expenditures	\$ 77.7	\$ 77.9	\$ 78.5
2025 to 2027 Projection from 2024 Budget - Gross Revenue & Expenditures	77.6	77.8	78.3
<b>Increase in Gross Revenue &amp; Expenditures</b>	<b>\$ 0.1</b>	<b>\$ 0.1</b>	<b>\$ 0.2</b>

Notes:

1. Increase in gross revenue and expenditures are negligible, ranging from 0.01% in 2025 to 0.3% in 2027.

Source: 2025 Preliminary Budget - page 194, 2024 Adopted Budget - page 196.

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

## Service Based View

	2024 Adopted Budget	2025 Budget	Increase / (Decrease)	2026 Projection	2027 Projection
<b>Full Time Equivalents</b> <i>(number of FTEs)</i>	278.73	278.73	-	278.73	278.73
<b>Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ 23.10	\$ 23.89	\$ 0.79	\$ 24.20	\$ 24.46

### Notes:

1. Total departmental vacancy management \$1.372 million and 16.73 FTEs. 1 FTE is approximately equivalent to \$81,979 for vacancy management in the 2025 budget.
2. Up to 3 temporary FTEs expected to be working in 2025 at a cost of approximately \$0.4 million. These costs are not included in the operating budget but noted on the capital detail sheets, if applicable.

Source: 2025 Preliminary Budget - page 194.

# Service Based Capital Budget



# Capital Summary

## Service Based View

<b>Service (\$000's)</b>	<b>2024 Adopted Budget</b>	<b>2025 Budget</b>	<b>2026 - 2030 Forecast</b>	<b>6-year Total</b>
Property Asset Management	3,160	1,905	7,550	9,455
<b>Total Capital Budget</b>	<b>3,160</b>	<b>1,905</b>	<b>7,550</b>	<b>9,455</b>

Source: Supplement to the 2025 Preliminary Budget - page 349, Supplement to the 2024 Adopted Budget - pages 181 to 184.

# Key Projects in the Funded Capital Submission

## Service Based View



### Health, Life Safety, Emergency Systems Refurbishment, City-wide Accessibility Program

Encompasses planned or emergency refurbishment, replacement, repair, maintenance & upgrades for fire and life safety, heating, ventilation, air conditioning, electrical, plumbing, building envelope, structural requirements, emergency power generation, and uninterrupted power systems. Funding is also allocated for critical systems including building automation and climate control, security, access control, and closed caption television systems. This program also ensures adherence to regulatory compliance upgrades, asbestos and other hazardous material remediation, and asset condition assessments. Finally, this program addresses physical accessibility issues such as lighting, signage, and public entranceways.

Budget Year(s): 2025 -2030

**Amount: \$8.705 million**

### Valley Gardens Community Centre Outbuilding

Funding in 2026 will be utilized to undertake a needs assessment with the Public Service reporting back on what type of structure is recommended with the 2026 authorization amount as well as the potential scope of the project and additional funding requirements as applicable.

Budget Year(s): 2026

**Amount: \$0.250 million**



### Wildewood Golf Course Clubhouse

Capital grant represents remaining portion of a the total \$1 million grant toward the construction of the clubhouse to be undertaken by the lessee with Municipal Accommodations providing oversight.

Budget Year(s): 2025

**Amount: \$0.500 million**



Source: Supplement to the 2025 Preliminary Budget - page 178 to 182.

# Capital Budget Changes

## Service Based View

Description (\$000's)	Expln.	Changes from Forecast						2030 Forecast	6-year Total	SPAP Action Item
		2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast	2025 to 2029 Total			
Council Approved Forecast		1,443	2,486	2,311	642	3,843	10,725	-	10,725	
<b>Increase / (Decrease) From Forecast:</b>										
Health/Life Safety/Emergency Systems Refurbishment/City-Wide Accessibility	1	462	(945)	(1,532)	(642)	(1,541)	(4,198)	2,928	(1,270)	None
<b>Total Changes</b>		462	(945)	(1,532)	(642)	(1,541)	(4,198)	2,928	(1,270)	
<b>TOTAL CAPITAL BUDGET</b>		<b>1,905</b>	<b>1,541</b>	<b>779</b>	<b>-</b>	<b>2,302</b>	<b>6,527</b>	<b>2,928</b>	<b>9,455</b>	

### Variance to forecast explanations:

- The \$0.462M in 2025 represents a portion of \$3.333M request to re-budget amounts authorized in prior years.
- Changes from forecast for 2026 to 2029 due to refinement of service-based view.

Source: Supplement to the 2025 Preliminary Budget - pages 178 to 182, Supplement to the 2024 Adopted Budget - pages 181 to 184.

# Questions

