



# 2023 Balanced Budget Update

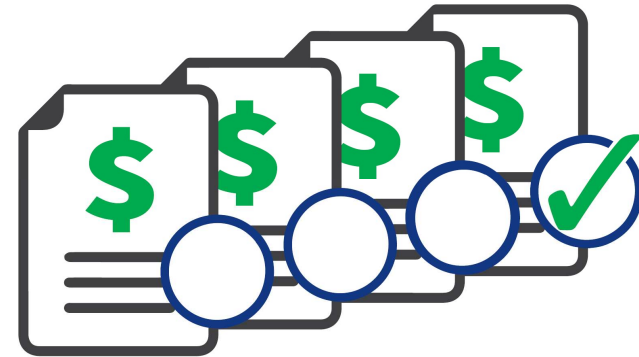
## 2020 – 2023 Multi-Year Budget Community Services Department



Standing Policy Committee on Community Services  
March 6, 2023





# Agenda

1. Service Description, Goals and Performance Measurement
2. Budget Overview and Highlights
3. Operating Budget:
  - Revenue / Expenditures
  - Changes
  - Salaries and FTEs
  - Reserve Summary – N/A to Community Services
  - Referrals
4. Poverty Reduction Strategy
5. Capital Budget:
  - Summary
  - Projects
  - Changes
  - Referrals – N/A to Community Services
  - Overview of Capital Needs
6. Budget Outlook
7. Questions



# What We Do

## Services Provided\*


Services	Description	OurWinnipeg Goals
Recreation	Provide high quality aquatics, recreation and leisure opportunities / programs in order to enhance life skills, community leadership development and overall safety and well-being for citizens in our neighbourhoods.	 Good Health and Well-Being (HW)
Libraries	Enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.	 Good Health and Well-Being (HW)
Community Liveability	Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community.	 Good Health and Well-Being (HW)
Arts Entertainment and Culture	Provide citizens and visitors with attractions, entertainment, arts and cultural events that contribute to a dynamic urban image, economic development and a vibrant city lifestyle.	 Economic Prosperity (EP)

\* Source: Volume 2, 2023 Preliminary Budget

# How We Did

## Performance Measurements – Recreation\*

### Performance Reporting

Service Goal / Measure Description	2020	2021	2022	2023
	Actual	Actual	Target	Target
 <b>Directly provide recreation programs and services that reflect the diverse needs and interests of the community.</b>				
Total Number of Registered Programs Delivered	5,454	4,465	8,240	12,016

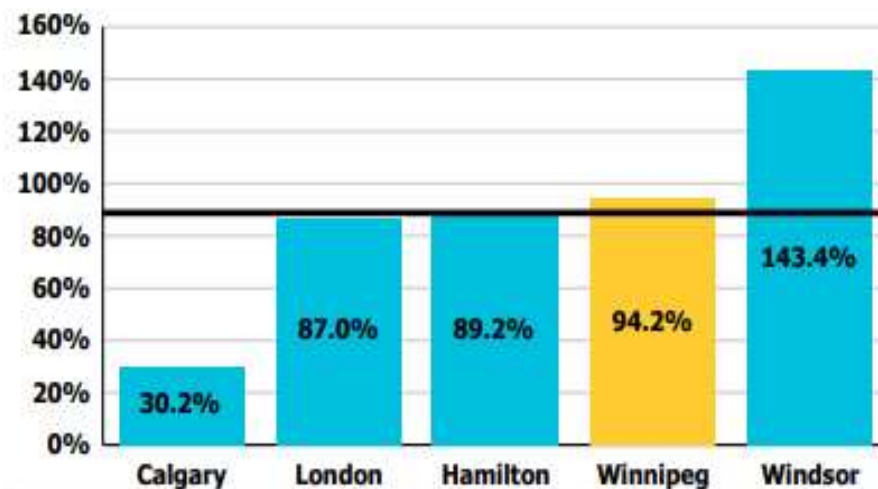
\* Source: Volume 2, 2023 Preliminary Budget



# How We Did

## Performance Measurements – Recreation \*

### Utilization Rate for Directly Provided Registered Programs (2021)



This measure shows utilization rate for registered programs delivered by municipal staff. Utilization equals enrollment divided by capacity.

In 2020, services were significantly impacted by COVID-19 pandemic-related closures and reduced capacities due to public health orders. For 2021, the overall number of registered programs and capacity was less than 2020 as a result of COVID-19 public health orders, while demand remained strong.

The average of the comparable cities reported is 88.8%.


	2017	2018	2019	2020	2021
Wpg. Trend	76.4%	78.1%	80.6%	84.6%	94.2%

Source: Municipal Benchmarking Network Canada (SREC410)

\* Source: Volume 2, 2023 Preliminary Budget

# How We Did

## Performance Measurements – Libraries\*

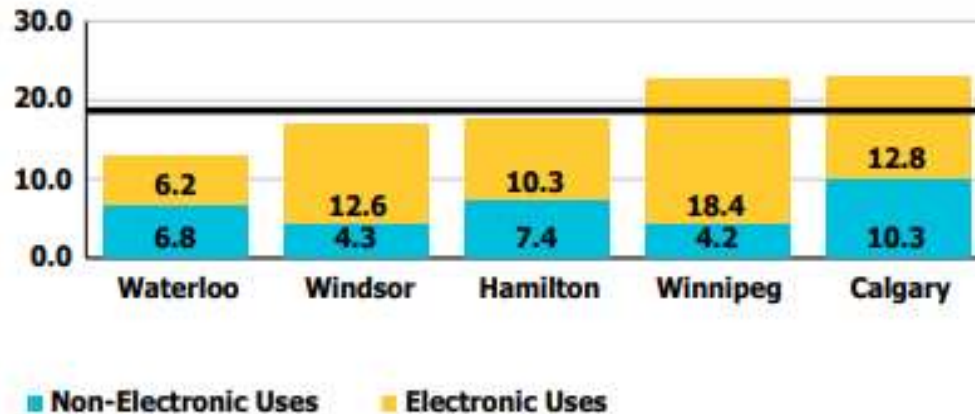
Performance Reporting				
Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
 <b>Provide material that reflects the diverse needs and interests of the community.</b>				
Annual Library Uses per Capita (Non-Electronic)	3.0	4.2	6.4	7.5
Annual Library Uses per Capita (Electronic)	16.0	18.4	17.9	17.6

\* Source: Volume 2, 2023 Preliminary Budget

# How We Did

## Performance Measurements – Libraries\*

**Annual Library Uses per Capita (2021)**



Wpg. Trend	2017	2018	2019	2020	2021
Electronic Uses	18.10	17.90	22.60	16.00	18.39
Non-Electronic Uses	11.00	10.40	9.90	3.00	4.20

Source: Municipal Benchmarking Network Canada (PLIB106, PLIB107)

Non-electronic uses decreased due to COVID-19 pandemic-related library closures and reduced hours, which meant a reduction in in-house use of materials as well as in-person borrowing. Electronic uses saw less of a decrease since the digital library is accessible 24/7 from home.


2021 result reflects libraries reopening more hours and allowing in person visits, with gradual resumption of services.

The average combined electronic and non-electronic library uses per capita for the comparable cities reported is 18.7.

\* Source: Volume 2, 2023 Preliminary Budget

# How We Did

## Performance Measurements – Community Liveability\*

Performance Reporting				
Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
 Use a community development approach to administer City of Winnipeg Community Grant Programs.				
Number of Community Grants Administered	23	26	27	27
Value of Community Grants Administered	\$1,437,570	\$1,849,594	\$1,996,570	\$1,996,570

\* Source: Volume 2, 2023 Preliminary Budget



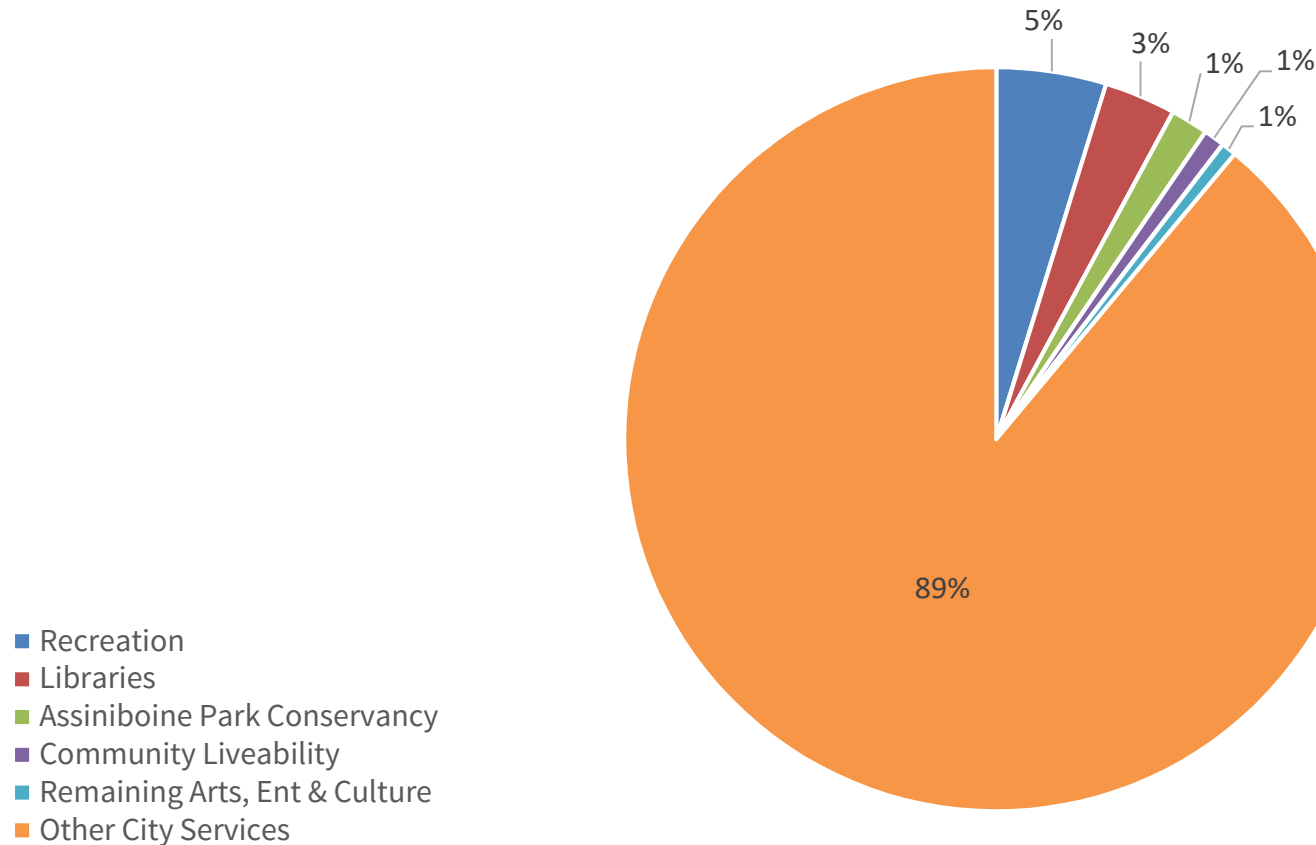
# Budget Overview

# Budget Overview

(Service Based View)

**2023 Average Homeowner's Property Tax Bill - \$1,967**

Average Property Tax Bill for City Services



**Total for Community Services = \$218 per year or 11%**

# Budget Overview

## (Service Based View)

### Preliminary 2023 Budget Update

Service Based Budget (in millions of \$)	FTEs	% Contribution to Service Based Budget	Operating Budget (Mill Rate Support)	Capital Budget	Reserves, Net Income
Recreation	356.0	100.0	46.5	21.1	-
Libraries	256.0	100.0	30.1	0.4	-
Community Liveability (1)	60.0	94.0	9.0	-	-
Arts, Entertainment and Culture (2)	6.0	71.0	22.4	5.5	-
Animal Services (3)	-	-	1.3	-	-
<b>Total</b>	<b>678.0</b>		<b>109.3</b>	<b>27.0</b>	<b>-</b>

#### Notes:

1. Other contributing departments include - Planning, Property & Development (5% - \$598,000) and Corporate Accounts (1% - \$65,000).
2. Other contributing departments include - City Clerks (23% - \$5,289,000), Museums (4% - \$765,000), and CAO Office (2% - \$344,000). Capital budget includes \$125,000 for Public Art Strategy allocated from Planning Property, & Development.
3. Transfer of Mill Rate Support to Animal Services Special Operating Agency.
4. % of Contribution from Department Budget is based on service based budget expenditures.
5. Does not include COVID financial implications.

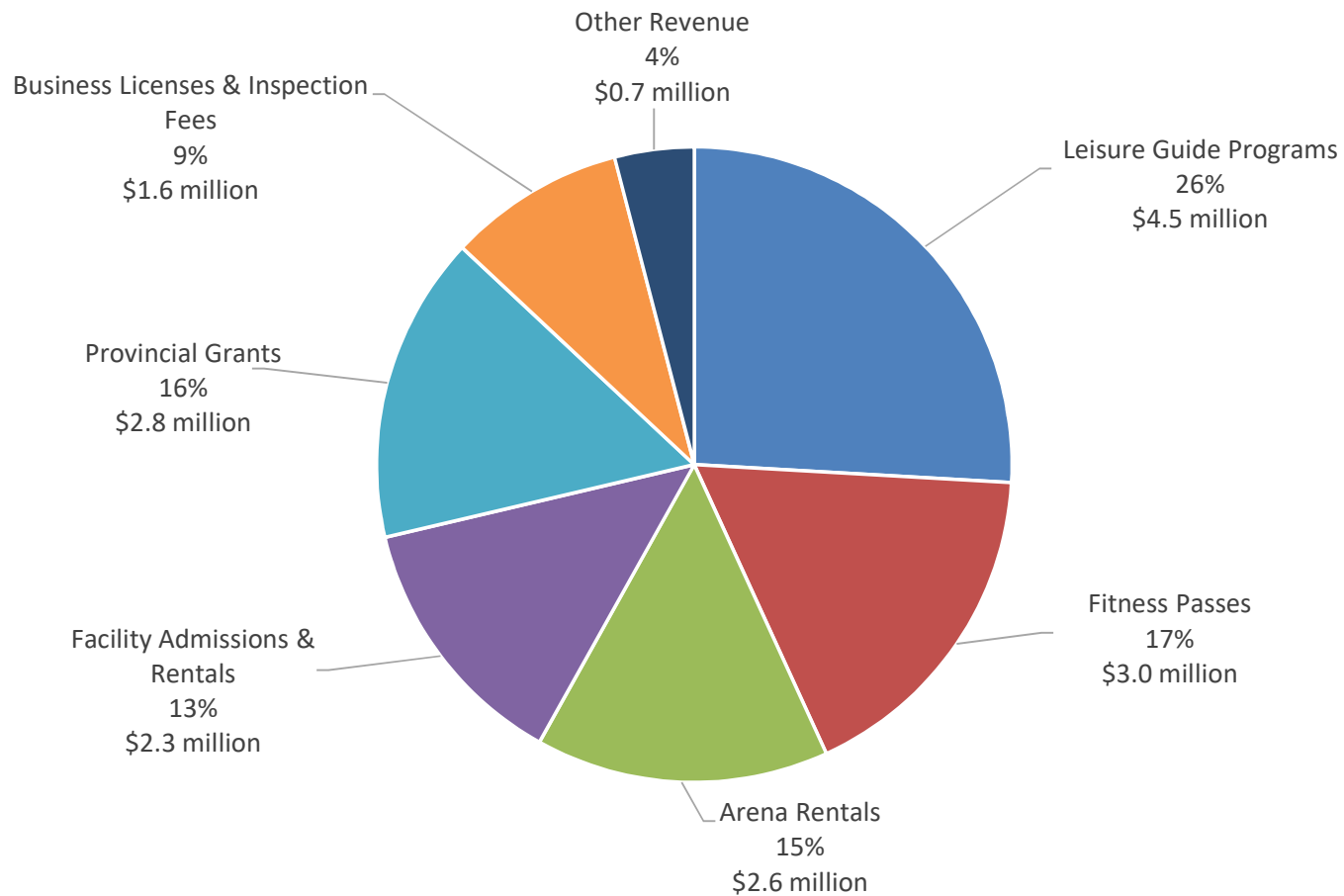
# Operating Budget





# Operating Budget Revenue Overview (Departmental View)

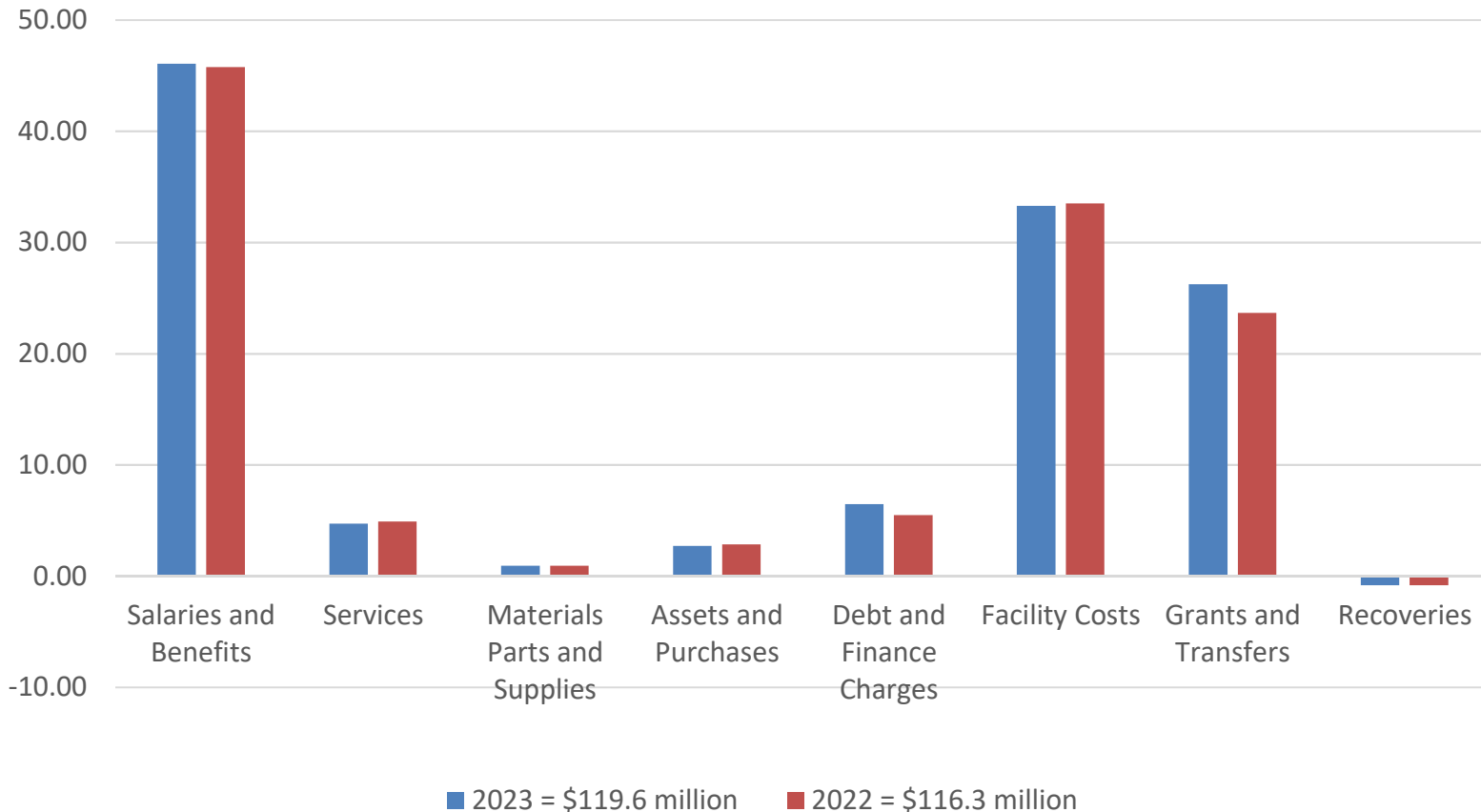
2023 Preliminary Budget Revenue = \$17.5 million



# Operating Budget Expenditures Overview

## (Departmental View)

Budgeted Expenditures in millions of \$  
(including capital related)



# Operating Budget Changes

Operating Budget (In millions \$)	MYB Criteria	2023 Preliminary
<b>Mill Rate Support - Council Approved 2023 Projection from 2022 Budget Process (a)</b>		<b>102.2</b>
<i>Increase (Decrease) From Forecast*:</i>		
<i>Revenue:</i>		
Miscellaneous adjustments	HOUSEKEEP	(0.1)
<b>Revenue Net Change (b)</b>		<b>(0.1)</b>
<i>Expenditures:</i>		
Increased funding to support new investments in additional 24/7 safe spaces for unsheltered and at risk residents	REV/COST	1.0
Increase to Universal Funding Formula grants to Community Centres in accordance with the Council approved report December 12, 2019, inclusive of a top-up of \$132,000 based on estimated population increases from the 2021 census	COUNCIL	0.3
Funding to continue to support the operations of the Downtown Community Safety Partnership	REV/COST	0.3
Increase in operating grant to Assiniboine Park Conservancy	REV/COST	0.2
Decrease in facility maintenance expenditures	REV/COST	(0.7)
Decrease in salaries and benefits	LEGISLATED	(0.7)
Decrease in debt and finance charges	INCRE	(0.4)
Miscellaneous adjustments	HOUSEKEEP	(0.1)
<b>Expenditures Net Change (c)</b>		<b>(0.2)</b>
<b>Mill Rate Support - Preliminary (a-b+c)</b>		<b>102.1</b>
<i>* Includes housekeeping or fine tuning adjustments.</i>		

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

	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Preliminary Budget	Increase / (Decrease) vs. 2022
<b>Full Time Equivalents</b> <i>(number of FTEs)</i>	706.95	701.25	694.81	670.14	(24.67)
<b>Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ 44.9	\$ 45.2	\$ 45.8	\$ 46.1	\$ 0.3
<b>Vacancy Management included in Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ (2.128)	\$ (2.159)	\$ (2.219)	\$ (3.538)	\$ (1.319)

## Notes:

1. Total 2019 FTEs = 706.38
2. The 2023 FTEs decrease of 24.67 FTE in comparison to 2022 includes a one-time temporary reduction of 19.19 FTEs in 2023 only as the department anticipates continued staffing recruitment and retention issues due to current labour market conditions for the first half of 2023. The remaining net reduction of 5.48 FTEs is due to a departmental realignment of positions with differing dollar values to meet service delivery expectations.
3. The 2023 increase in vacancy management is primarily related to a one-time adjustment for anticipated staffing recruitment and retention issues for the first half of 2023.
4. One (1) FTE is approximately equivalent to \$63,000 for vacancy management in the 2023 preliminary budget.
5. Two (2) temporary FTEs in the capital budget not included in operating budget = \$181,000.



# Operating Budget Referrals

Referral Description	SPC/Council and Date	Included in Budget Y/N	2023		2024		2025		2026	
			FTE	\$	FTE	\$	FTE	\$	FTE	\$
<b>Winnipeg Recreation Strategy</b> <b>Recommendation 5.</b> That an Agreements Coordinator position (1.0 FTE; WAPSO 5) and required annual salary and benefits of \$130,900, increasing annually in accordance with Collective Agreements, be referred to the 2023 Operating Budget process to implement several of the key actions within the Strategy that focus on review and management of existing partnerships and agreements and the development of a partnership framework to determine and measure the merits of a potential partnership and guide the future development of partnerships to ensure clear benefits and accountabilities.	SPC-CS (May 6, 2022) Council (May 26, 2022)	N	1.00	130,900	1.00	133,500	1.00	136,200	1.00	138,900
<b>Recommendation 8.</b> That two (2) incremental permanent FTEs with associated funding be referred for inclusion in the 2023 operating budget to have more robust strategies and partnerships with school divisions within the City of Winnipeg, utilizing the Council School Board Liaison and Joint Use Agreements. <i>(The recommendation included only the number of FTEs and not the positions or required funding. The department has included recommended funding for one WAPSO 5 and one WAPSO 3 positions)</i>		N	2.00	239,300	2.00	244,100	2.00	249,000	2.00	253,400
<b>Total</b>			<b>3.00</b>	<b>370,200</b>	<b>3.00</b>	<b>377,600</b>	<b>3.00</b>	<b>385,200</b>	<b>3.00</b>	<b>392,300</b>

# Alignment to the Poverty Reduction Strategy

- In response to the Council approved strategy, Community Services Department has identified work and corresponding budget within the strategy.
- 2023 Budget aligned to the strategy:
  - \$6.5 million or 5.4% of Total Departmental Operating Expenditures.
  - No Departmental Capital Expenditures in 2023 related to poverty reduction.



# Capital Budget



Transcona Aquatic Park

## Capital Summary – By Service

Service (\$000's)	2022 Adopted Budget	2023 Preliminary Budget	2024 - 2028 Forecast	6-year Total
Recreation	23,608	21,060	10,624	31,684
Libraries	2,875	425	4,700	5,125
Community Liveability	1,000	-	-	-
Arts, Entertainment and Culture	5,525	5,525	27,000	32,525
<b>Total Capital Submission</b>	<b>33,008</b>	<b>27,010</b>	<b>42,324</b>	<b>69,334</b>



# Key Projects in the Funded Capital Submission



## Recreation & Library Facility Investment Strategy

Last year of a 3-year \$50 million capital program to renew and redevelop facilities throughout the city.

Budget Year(s): 2023

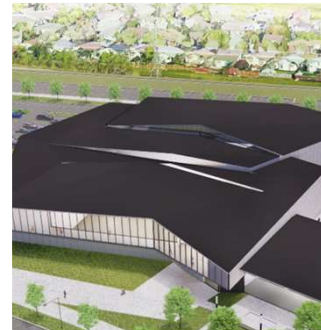
Amount: \$16.6 million

## East of the Red RecPlex

Funding for preliminary design to develop a new regional recreation and aquatic facility.

Budget Year(s): 2023

Amount: \$2.0 million



## Library Facility Safety, Security & Accessibility Improvements Program

Initial investment for Millennium Library to undertake a safety and security upgrades.

Budget Year(s): 2023

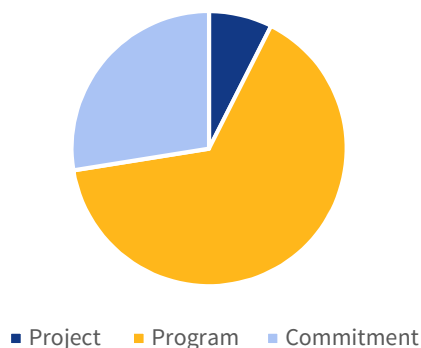
Amount: \$100 thousand

# Listing of Capital Projects

Project Name	2023 Preliminary Budget	2024 - 2028 Forecast	6-Year Total
Library Facility Safety, Security and Accessibility Improvements Program	\$ 100	\$ 875	\$ 975
Library Refurbishment & Interior Infrastructure Program	\$ -	\$ 1,600	\$ 1,600
Library Technology Upgrade and Replacement Program	\$ 325	\$ 725	\$ 1,050
South Winnipeg Recreation Campus: Library Site Development	\$ -	\$ 1,500	\$ 1,500
Recreational Facility Safety, Security and Accessibility Improvements Program	\$ 150	\$ 1,152	\$ 1,302
Fitness Equipment Upgrade Program	\$ 310	\$ 1,700	\$ 2,010
Recreation and Library Facility Investment Strategy	\$ 16,600	\$ -	\$ 16,600
East of the Red RecPlex	\$ 2,000	\$ -	\$ 2,000
Southeast Winnipeg New Community Centre and Library	\$ -	\$ 382	\$ 382
Freight House Outdoor Pool Redevelopment	\$ -	\$ 1,623	\$ 1,623
Technology Advancement Program	\$ -	\$ 942	\$ 942
Community Centre Renovation Grant Program (CCRGP)	\$ 2,000	\$ 4,825	\$ 6,825
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	\$ 5,400	\$ 27,000	\$ 32,400
<b>Total Preliminary Budget</b>	<b>\$ 26,885</b>	<b>\$ 42,324</b>	<b>\$ 69,209</b>

# 2023 Capital Projects – Additional Details

2023 Composition



The 2023 Budget includes one project, funding towards preliminary design of East of the Red RecPlex, which reflects 7% of the budget.

Five capital programs that support library and recreation facility and service improvements account for 65% of the budget.

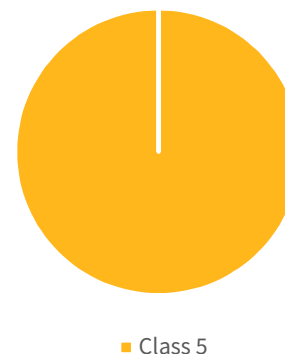
Two grant programs, the first being the Community Centre Renovation Grant and the second for Assiniboine Park Conservancy, account for the remaining commitments and reflect 28% of the budget.

Class estimates are not applicable to the five capital programs or the two grant commitments.

In the 2023 Budget, there is only one project, East of the Red RecPlex, where class estimates are applicable.

The East of the Red RecPlex project is currently a class 5 estimate. Funding in 2023 is for preliminary design which will support development of a class 3 cost estimate to inform future capital budget requirements.

2023 Project Class Estimate



# Capital Budget Changes

Projects (\$000's)	MYB Criteria	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2023 to 2027 Total	2028 Forecast	6-year Total
<b>Council Approved Forecast</b>		<b>24,785</b>	<b>8,124</b>	<b>8,235</b>	<b>9,945</b>	<b>9,238</b>	<b>60,327</b>	<b>-</b>	<b>60,327</b>
Increase / (Decrease) From Forecast:									
Library Facility Safety and Accesibility	REV/COST	100	(25)	-	-	-	-	200	200
East of the Red RecPlex	REV/COST	2,000	-	(1,000)	-	-	-	-	-
2028 Forecast *	REV/COST							7,607	7,607
Total Changes		2,100	(25)	(1,000)	-	-	1,075	7,807	8,882
<b>PRELIMINARY CAPITAL BUDGET</b>		<b>26,885</b>	<b>8,099</b>	<b>7,235</b>	<b>9,945</b>	<b>9,238</b>	<b>61,402</b>	<b>7,807</b>	<b>69,209</b>

\* 2028 amount consistent with the 2023 to 2027 capital forecast

## Variance from Forecast:

The Library Facility Safety, Security & Accessibility Program for security infrastructure at the Millennium Library in 2023 was established by advancing \$25K from 2024 and an additional \$75K investment was provided to bring the total commitment to \$100K.

East of the Red RecPlex - \$1.0 million in funds to support preliminary design of the East of the Red RecPlex were advanced from 2025 to 2023. An additional investment of \$1.0 million was included in 2023 bringing the total commitment to \$2.0 million.

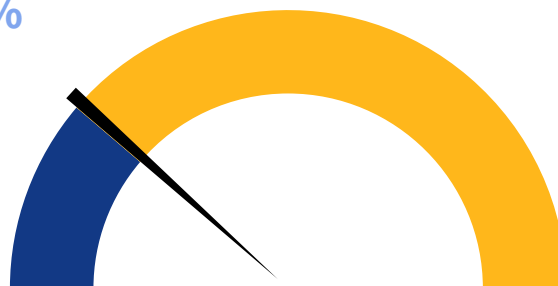


# Budget Outlook

# Budget Outlook - Capital

6-Year Infrastructure Funding Level

22%



Planned Investment  
Total Potential Capital

=

\$69.209 million  
\$309.566 million

=

22% Funded

***City's 2023 to 2028 Infrastructure Funding Gap is \$5.7 billion***

# Budget Outlook – Operating

## 2024 to 2026 Expenditure Projections

Operating Budget Forecast Compared to  
EPC Target in the 2020 to 2023 Multi-Year Budget

In millions of \$

(excludes capital related)

