



# 2023 Balanced Budget Update

## 2020 – 2023 Multi-Year Budget Organizational Support Services



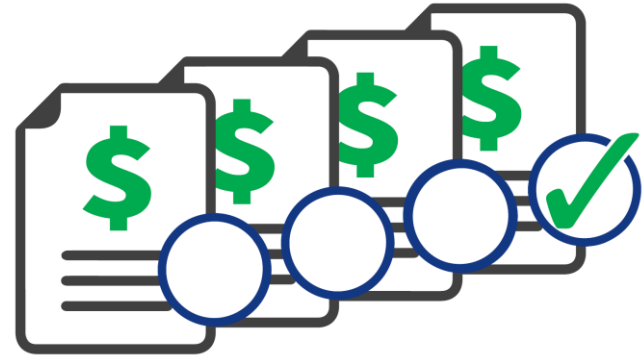
Photo: Kelly Krebs, courtesy Tourism Winnipeg

Executive Policy Committee

March 13, 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
  - Referrals
4. Poverty Reduction Strategy
5. Capital Budget: - N/A
  - Summary
  - Projects
  - Changes
  - Referrals\*
  - Overview of Capital Needs
6. Other Important Information and Questions



# What We Do

## Services Provided\*

Services	Description	OurWinnipeg Goals
Chief Administrative Offices	Provides organization leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.	 Leadership and Good Governance (LG)
Communications	The communications department provides leadership and support to City departments, agencies, and service areas in communicating with the media and public.	 Leadership and Good Governance (LG)
Human Resource Services	Provides the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.	 Leadership and Good Governance (LG)
Indigenous Relations	Establishes and maintains meaningful relationships and partnerships with and between Indigenous peoples, communities, and governments to assist the City of Winnipeg in our commitments to reconciliation.	 Social Equity (SE)
Legal Services	Provides a full range of legal services to Council and its committees, the Chief Financial Officer and the civic public service.	 Leadership and Good Governance (LG)
Financial Management	Details of this sub-service will be discussed in the Assessment, Taxation and Corporate presentation to Standing Policy Committee on Finance and Economic Development.	 Leadership and Good Governance (LG)




\* Source: 2023 Preliminary Budget Volume 2



# How We Did

## Performance Measurements – Organizational Support Services


### Performance Reporting

Service Goal / Measure Description		2020 Actual	2021 Actual	2022 Target [E]	2023 Target [E]
	<b>Goal 1: Measure and increase employee engagement across the organization</b>				
	Engagement Survey Response Rate [A]	N/A	N/A	>75%	>75%
	Percentage of Employees Actively Engaged [A]	N/A	N/A	>75%	>75%
	Permanent Voluntary Employee Turnover Rate	5.7%	6.0%	<10%	<10%
	<b>Goal 2: Strengthen financial management and accountability across the organization</b>				
	Organizational Support Services Expenditure Ratio	1.9%	1.9%	<5%	<5%
	Value-Added Audit Implementation Rate	70.0%	60.0%	90%	90%
	<b>Goal 3: Increase diversity, inclusion and employment equity across the organization</b>				
	Percent of Employees Self-Identifying as:				
	Women [B]	29.3%	28.2%	50%	50%
	Indigenous [B]	10.7%	11.1%	12%	12%
	Persons with Disabilities [B]	2.9%	4.5%	9%	9%
	Racialized People [B]	16.2%	16.4%	13%	13%
	Percent of Senior Managers Self-Identifying as:				
	Women [B] [C]	27.4%	28.2%	50%	50%
	Indigenous [B] [C]	5.6%	6.9%	12%	12%
	Persons with Disabilities [B] [C]	0.5%	5.0%	9%	9%
	Racialized People [B] [C]	6.1%	5.9%	13%	13%

\* Source: 2023 Preliminary Budget Volume 2

# How We Did

## Performance Measurements – Organizational Support Services Cont'd

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target [E]	2023 Target [E]
 <b>Goal 4: Improve workplace safety and health across the organization</b>				
Number of Departments SafeWork Certified [D]	4	5	6	7
Organizational Lost Time Injury Rate [D]	8.2%	8.3%	7.9%	7.5%
Organizational Lost Time Injury Severity Rate (hours lost) [D]	1,348	1,450	1,378	1,305
Workers Compensation Board related costs (in millions) [D]	\$11.8	\$13.8	\$13.1	\$12.4




- [A] Employee engagement survey has recently been implemented. Data is not yet available.
- [B] Annually, an increase is targeted towards each respective diversity outcome. For example, the diversity target for employees self-identifying as women is ultimately 50%, but the target in 2022 is an increase of any value toward that outcome.
- [C] 2020 restated to include middle management.
- [D] 2022 Target figures have been revised, based on 2021 Actual and new information.
- [E] KPIs & targets reflect the strategic directions & goals identified in the Corporate Strategic Plan: [www.winnipeg.ca/cao/pdfs/CW\\_Corporate-Strategic-Plan\\_FINAL-20220325.pdf](http://www.winnipeg.ca/cao/pdfs/CW_Corporate-Strategic-Plan_FINAL-20220325.pdf).

\* Source: 2023 Preliminary Budget Volume 2

# How We Did

## Performance Measurements – Indigenous Relations

### Performance Reporting

Service Goal / Measure Description		2020 Actual	2021 Actual	2022 Target	2023 Target
	<b>Goal 1: Support the City of Winnipeg to achieve transformative change in its journey of reconciliation [A]</b>				
	Number of internal requests for support [B]	109	122	N/A	N/A
	Number of external requests for support [B]	67	103	N/A	N/A
	Number of staff who participated in education and awareness opportunities [C]	489	675	675	675
	<b>Goal 2: Promote and achieve understanding, trust, respect and reconciliation between the City of Winnipeg, Indigenous peoples, rightsholders, communities and partners through dialogue and collaborative decision-making [A]</b>				
	Number of youth participants	262	197	250	300
	Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens	24	41	32	32
	Number of Accord partners (cumulative)	187	206	250	290
	Number of attendees at IRD Events [D]	159	1,020	500	500
	<b>Goal 3: Embed Indigenous knowledge, protocols, and rights within the City of Winnipeg in the spirit of truth, reconciliation and collaboration [A]</b>				
	Number of policy, process, system or physical changes	2	6	5	5
	Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	40	61	43	43

[A] The service goal aligns to multiple OurWinnipeg goals.

[B] Not applicable as targets will vary each year and will be dependent on incoming requests.

[C] COVID-19 pandemic impacted education and awareness opportunities in 2020.

[D] This number is an estimate.

\* Source: 2023 Preliminary Budget Volume 2

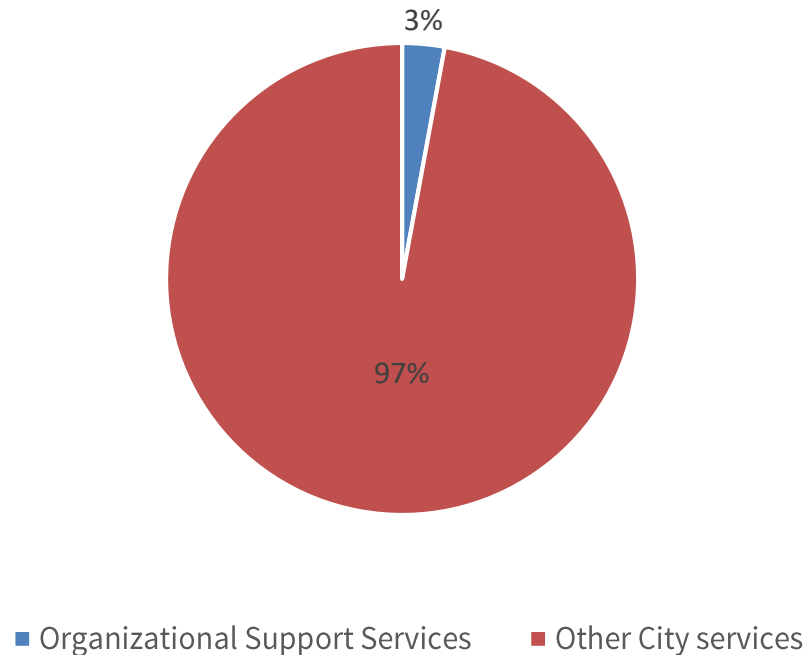
# Budget Overview

# Budget Overview

(Service Based View)

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

Average Property Tax Bill for City  
Services



Total for Organizational Support Services = \$57 per year or 2.9%



# Budget Overview

## (Service Based View)

Preliminary 2023 Budget Update					
Service Based Budget (in millions of \$)	FTEs	Contribution to Service Based Budget	Budget (Mill Rate Support)	Capital Budget	Reserves, Net Income
Chief Administrative Offices	10.0	8%	2.2	-	-
Communications	22.0	10%	2.7	-	-
Financial Management	85.0	30%	8.3	-	-
Human Resource Services	61.0	26%	7.4	-	-
Indigenous Relations	9.0	9%	2.5	-	-
Legal Services	34.0	17%	4.9	-	-
Total	221.0		28.0	-	-

### Notes:

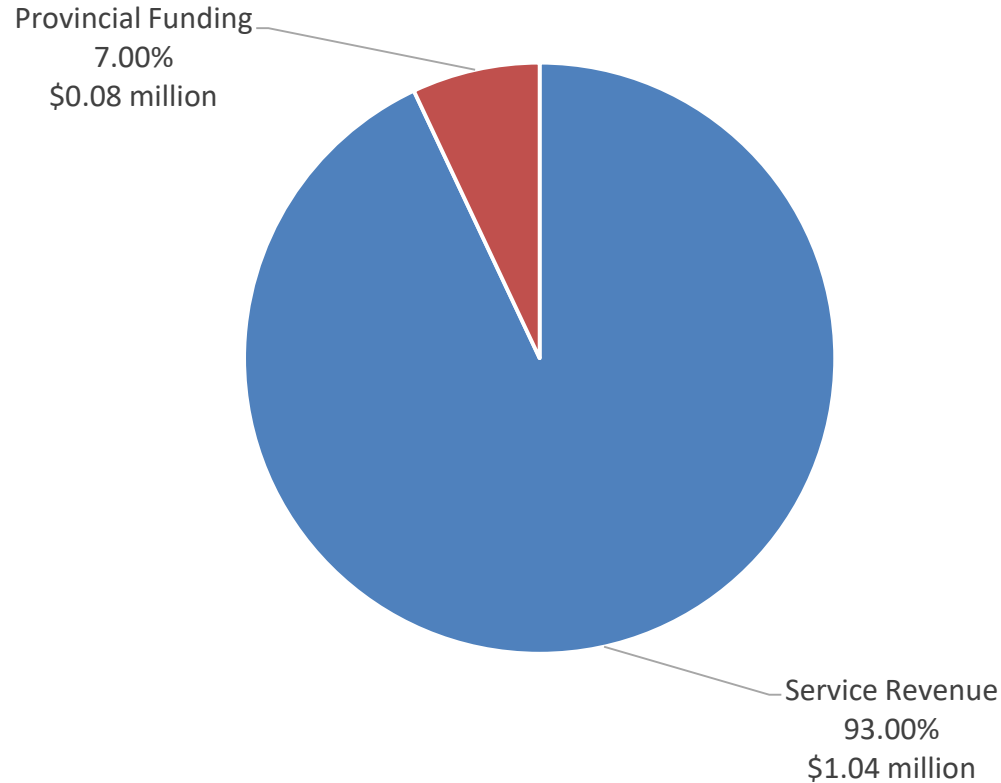
1. Contributing departments to Organizational Support Services include - Corporate Finance, Human Resource Services, Legal Services, Chief Administrative Office and Customer Service & Communications.
2. Details of the Financial Management sub-service will be discussed at the Assessment, Taxation and Corporate presentation.

# Operating Budget

# Operating Budget Revenue Overview

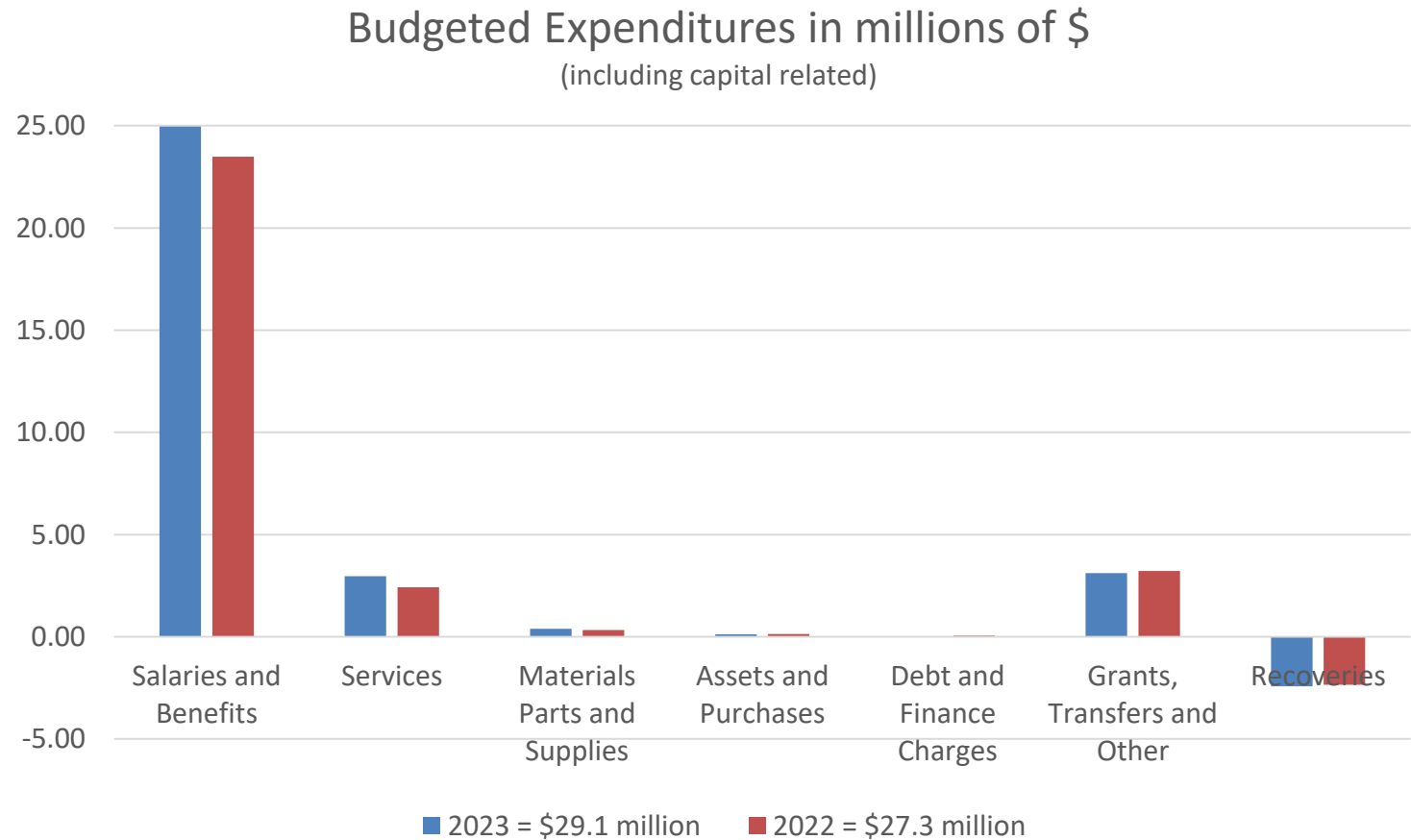
## (Service Based View)

2023 Preliminary Budget Revenue = \$1.12 million



# Operating Budget Expenditures Overview

## (Service Based View)



# Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2023 Budget
<b>Mill Rate Support - Council Approved 2023 Projection from 2022 Budget Process (a)</b>		<b>26.8</b>
<i>Increase (Decrease) From Forecast*:</i>		
<i>Revenue:</i>		
<i>No change in revenues</i>		
<b>Revenue Net Change (b)</b>		<b>-</b>
<i>Expenditures:</i>		
Neighbourhood Action Teams funding	COUNCIL	0.45
Increase in salaries and benefits	LEGISLATED	0.37
Increase in external counsel legal costs	REV/COST	0.35
Increase in consulting services for implementation and administration of the Gaawijijigemangit Agreement - Municipal Development and Services Agreement for Naawi-Oodena (formerly referred to as Kapyong Barracks)	COUNCIL	0.15
Decrease in debt servicing costs	HOUSEKEEP	(0.12)
<b>Expenditures Net Change (c)</b>		<b>1.2</b>
<b>Mill Rate Support - Preliminary Budget (a-b+c)</b>		<b>28.0</b>
* Includes housekeeping or fine tuning adjustments.		



# 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>	217.00	223.00	221.00	221.00	-
<b>Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ 21.9	\$ 22.6	\$ 23.5	\$ 25.0	\$ 1.5
<b>Vacancy Management included in Salaries &amp; Benefits</b> <i>(in millions of \$)</i>	\$ (0.637)	\$ (0.632)	\$ (0.723)	\$ (0.648)	\$ 0.075

## Notes:

1. 2019 FTEs total = 378 (includes Innovation, Transformation and Technology)
2. No change in 2023 FTEs in comparison to 2022 due to addition of 2 FTEs in Human Resource Services and Communications offset by deletion of 1 FTE in Financial Management and increase of 1 FTE for vacancy management.
3. 1 FTE is approximately equivalent to \$98,544 for vacancy management in the 2023 preliminary budget.

# Operating Budget Referrals

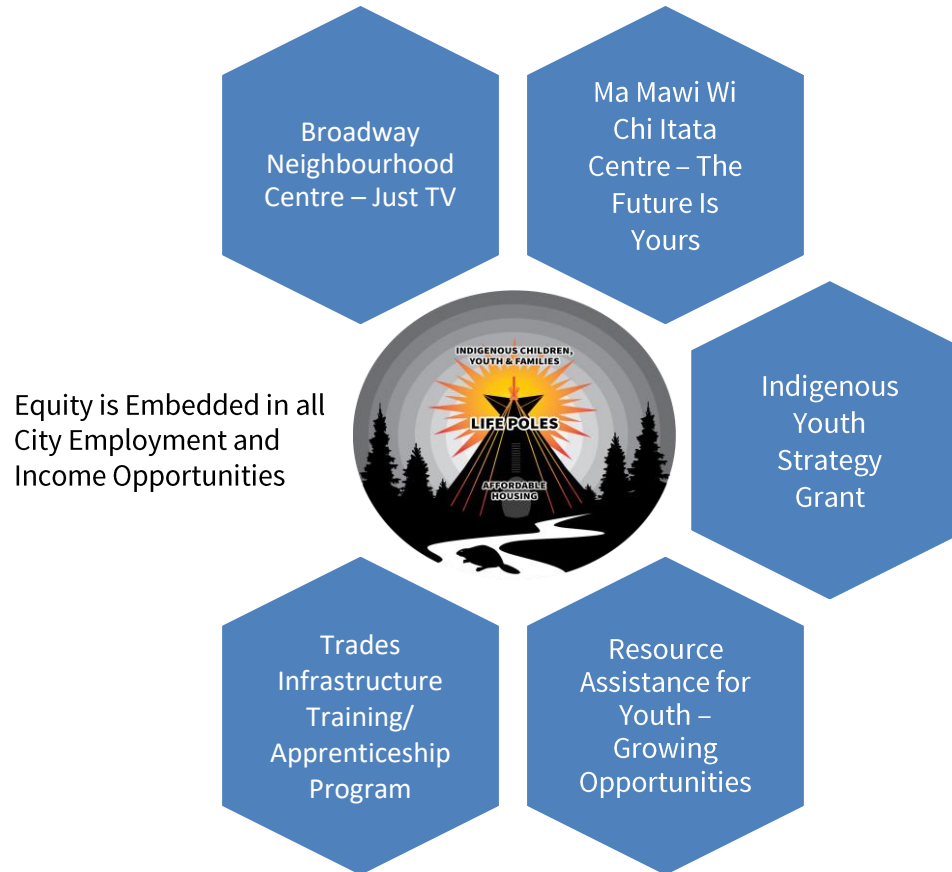
Referral	Referral Description	SPC/Council and Date	Included in Budget Y/N	2023		2024		2025		2026	
				FTE	\$	FTE	\$	FTE	\$	FTE	\$
1	Provision of Safe and Secure Parking for Winnipeg Police Service Members	Council (September 22, 2022)	N		105,581	0	115,581	0	115,581	0	115,581
2	General Council of Winnipeg Community Centres Inc. 2022-2024 Business Plan	Council (September 22, 2022)	Y		1,361,350		1,576,725		1,576,725		1,576,725
3	Introduction of a Sustainable Procurement Action Plan	Council (July 21, 2022)	N	1.0	221,151	1.0	162,778	1.0	158,630	1.0	129,705
4	St. Boniface Street Links Grant Request	Council (February 23, 2023)	N		200,000						
Total				1.00	1,888,082	1.00	1,855,084	1.00	1,850,936	1.00	1,822,011

## Notes:

1. Referral #1 – Modification costs estimated at \$200,000 have been included as a capital budget referral in 2023.
2. Referral #2 – Only partial funding has been included in the preliminary budget. This is a one-time reduction in 2023 only, the full amount of \$1,576,725 is restored in projected years 2024 – 2026.
3. Referral #3 – The 2023 budget amount is for a full year. If approved, this amount would need to be prorated to 9 months.
4. Referral #4 – This referral is requesting \$200,000 for St. Boniface Street Links Outreach Program. There is currently \$118,750 in the Community Services 2023 Preliminary Budget for this program.

# Alignment to the Poverty Reduction Strategy

- In response to the Council approved strategy, CAO's Office has identified work and corresponding budget within the strategy
- 2023 Budget aligned to the strategy:
  - \$552,159 or 11.3% of Total Departmental Operating Expenditures



# Capital Budget

# Capital Budget Referrals

Referral Name	Referral Wording	SPC/Council and Date	Included in the Budget	2023	2024	2025	2026	2027	2028
			Y/N						
Strategic Infrastructure Plan for Sustainable Social and Economic Development	The Infrastructure Plan will be completed with internal forces, will be presented to Council in Dec 2023 and will be identified as the 2024 Infrastructure Plan (there is no 2023 budget request - other than the ongoing WWD System Capacity Study that is a component of the Infrastructure Plan ).	Council (December 15, 2021)	N	N/A	N/A	N/A	N/A	N/A	N/A

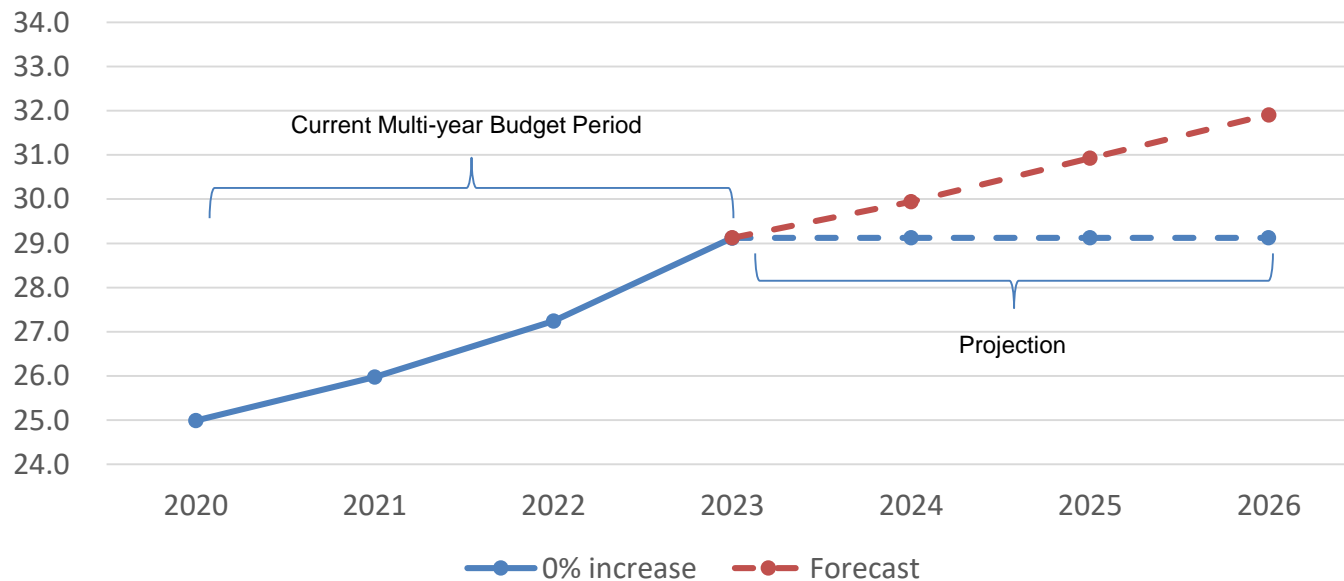


# Budget Challenges

# Budget Outlook

## 2024 to 2026 Expenditure Projections

Operating Budget Forecast Compared to  
EPC Target in the 2020 to 2023 Multi-Year Budget  
In millions of \$



Note: Assumptions for 2024 to 2026 Forecast: All expenditures held at 2023 levels with the exception of salaries and benefits, external counsel legal costs and consulting services.

