

Agenda

1. Strategic Objectives, Priorities and Performance Measurement
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What We Do

Strategic Objectives

Source: OurWinnipeg:

- Directly provide, or facilitate through partnerships, equitable access to a base level of recreation, culture and leisure services for all Winnipeggers.
- Promote and enable opportunities for all age groups to be active as part of their daily lives.

Source: Community Trends and Performance Report: Vol. 1 for 2021 Budget:

- Enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.
- Provide high quality aquatics, recreation and leisure opportunities/programs.
- Through outreach, promotion, protection and regulatory services, promote the development of a healthy community.

Source: Recreation, Leisure and Library Facilities Policy:

- Move toward a more financially sustainable mix of recreation, leisure, and library facilities.

What We Do

Key Priorities

Recreation (Source: Community Trends and Performance Report: Vol. 1 for 2021 Budget):

- Provide equitable opportunities to participate in recreation programs and services.
- Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
- Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.

Libraries (Source: Community Trends Report: Vol. 1 for 2021 Budget; Winnipeg Public Library Strategic Plan):

- Provide library services that uniquely serve our community as the centre for information access; the hub of community connections; the heart of discovery and creativity; and the place for literacy and lifelong learning.
- Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.

Community Liveability (Source: Community Trends Report: Vol. 1 for 2021 Budget):

- Work collaboratively with stakeholders to improve the capacity, safety and well-being of the community.
- Promote neighbourhood liveability by regulating housing and property standards on all properties.

How We Did (Performance Measurements)

Average Number of Working Days to Respond to a Public Request for Service

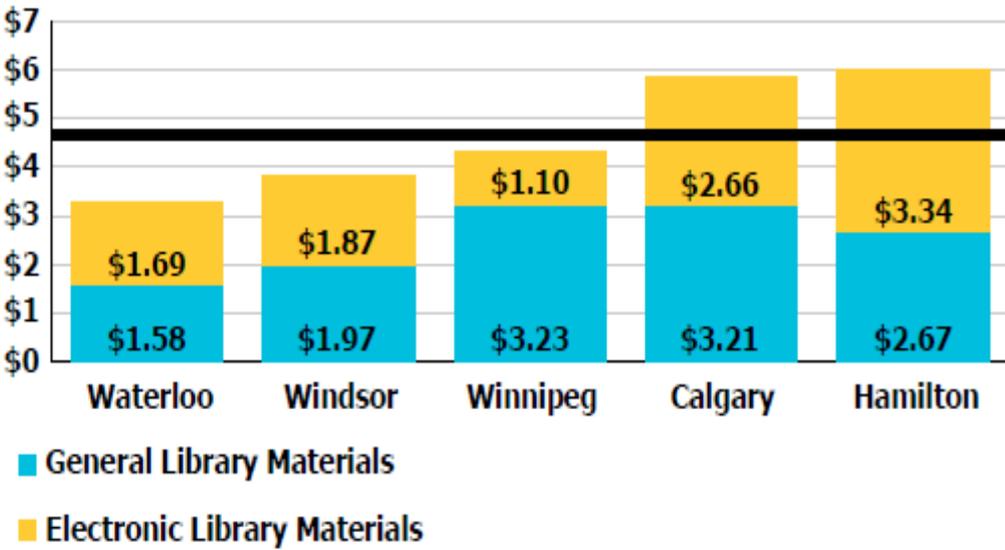
Program	2015	2016	2017	2018	2019
Neighbourhood Liveability Program	16.0	12.0	20.0	24.0	13.9
Vacant Building Program	13.0	11.0	13.0	17.0	6.6
Vegetation Program	4.0	3.0	24.0	18.0	7.0

The average number of days to respond to a complaint is affected by multiple factors including staffing levels, the number of high priority calls received, complexity of investigations as well as prioritizing compliance inspections.

The decrease in 2019 is based on efficiencies to internal business processes; not an increase of staff.

How We Did (Performance Measurements)

Material Expenditures per Capita (2018)



The decrease in electronic materials expenditures reflects collection management of electronic database resources.

These figures are expected to remain constant for the next 4 years.

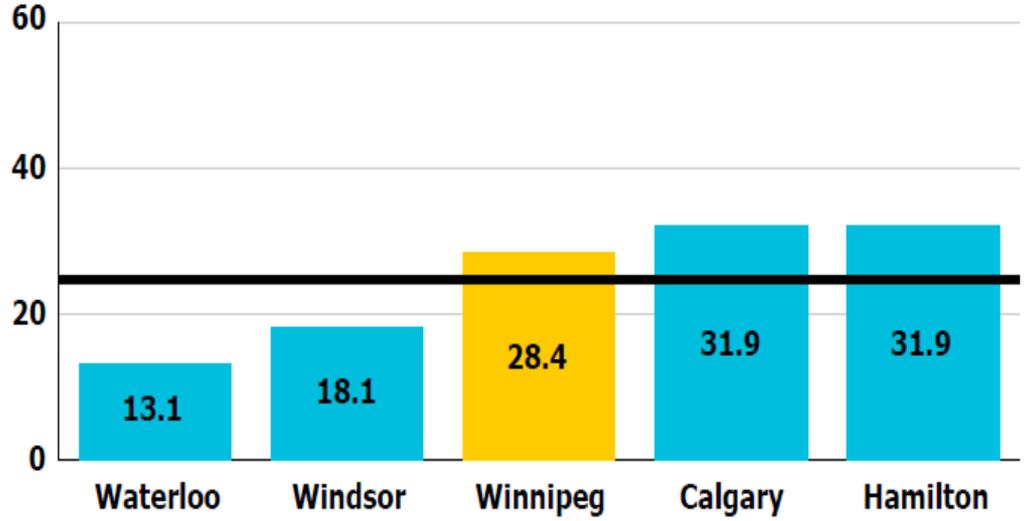
The average combined general and electronic library materials expenditures for the comparable cities reported is \$4.75.

Wpg. Trend	2014	2015	2016	2017	2018
General Library Materials	\$3.04	\$3.09	\$2.98	\$3.21	\$3.23
Electronic Library Materials	\$1.45	\$1.62	\$1.49	\$1.19	\$1.10

Source: Municipal Benchmarking Network Canada (PLIB212, PLIB214)

How We Did (Performance Measurements)

Annual Library Uses per Capita (2018)



Library use includes both electronic and non-electronic use.

The average of the comparable cities reported is 24.7 per capita.

	2014	2015	2016	2017	2018
Wpg. Trend	30.4	33.3	34.2	29.1	28.4

Source: Municipal Benchmarking Network Canada (PLIB105)

Budget Overview

Budget Overview (Service Based View)

Preliminary 2021 Budget Update

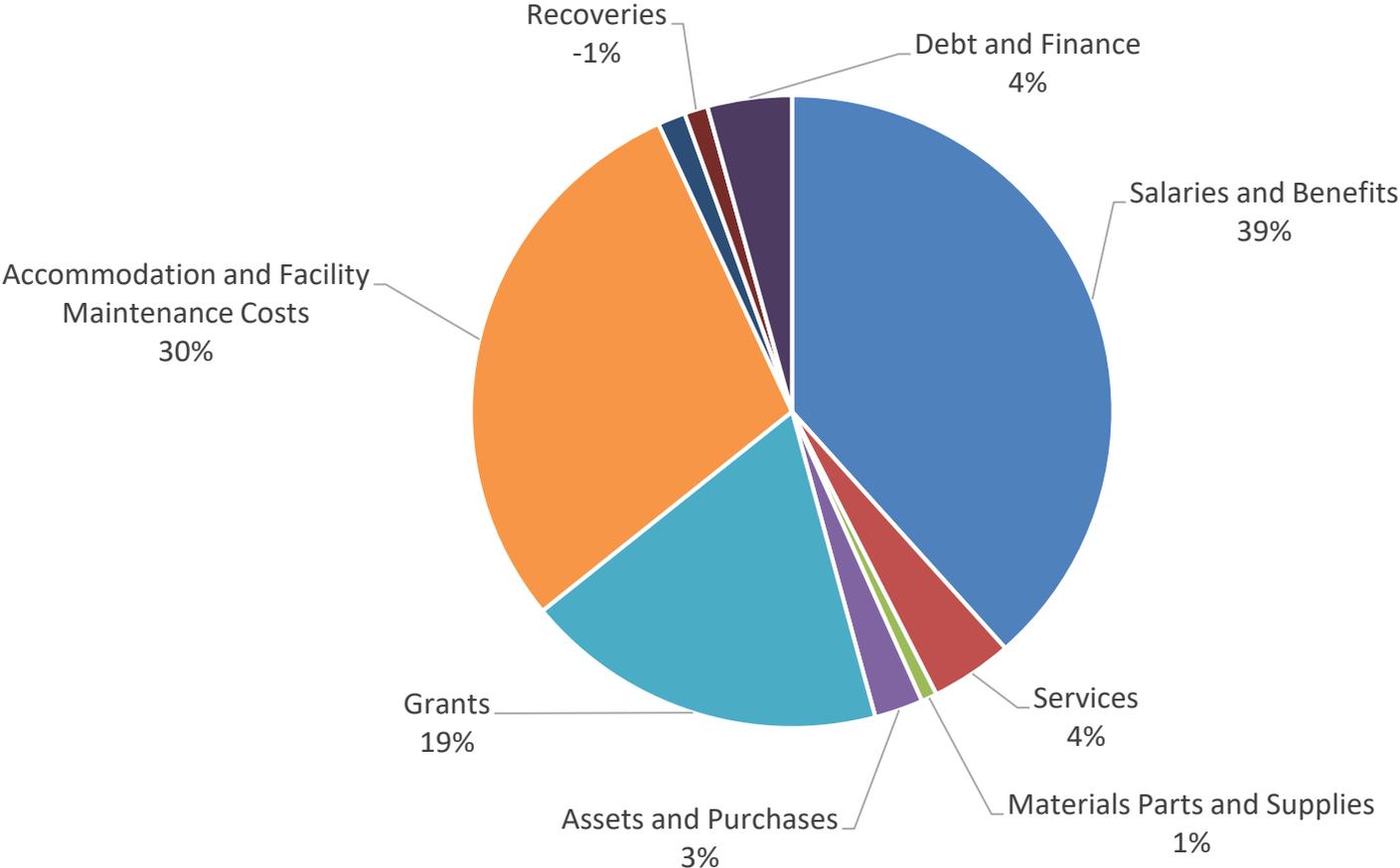
Service Based Budget (in millions of \$)	% Contribution to Department Budget	Operating Budget (Mill Rate Support)	Capital Budget	Reserves Projected Ending Balance
Recreation	100.0	50.5	25.6	-
Libraries	100.0	29.5	1.2	-
Community Liveability (1)	93.0	6.0	1.0	-
Arts, Entertainment and Culture (2)	70.0	14.9	5.1	-
Animal Services (3)	-	1.3	-	-
Total Department (4)		102.2	33.0	-

Notes:

1. Other contributing departments include - Planning Property and Development (6% - \$394K) and Corporate Accounts (1% - \$65K).
2. Other contributing departments include - City Clerks (25% - \$4.9m), Museums (4% - \$765K), and CAO Office (2% - \$421K).
3. Transfer of Mill Rate Support to Animal Services Special Operating Agency.
4. Included in the 2021 budget is Mill Rate Support increase of \$6.23 million for estimated revenue losses and additional expenses directly related to the COVID-19 pandemic.

Budget Overview (Departmental View)

2021 Preliminary Budget Expenditures
\$114.8 million



Operating Budget

Operating Budget Highlights

Annual Tax Supported Operating Increase ¹	Average ³
2021 Preliminary Budget	1.6%
Approved in the Multi-Year Budget ²	1.7%

Budget Impacts - Approved in MYB ⁴

Close all libraries 8:00 P.M. Weekdays effective September 1, 2020

Reduce Recreation Leisure Guide Programming effective January 1, 2021

Council approved grant reductions

Notes:

1. Based on expenditures before capital related expenditures
2. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
3. Average for 2020 to 2023
4. Not an exhaustive listing

Operating Budget Highlights

Budget Impacts – Not Projected in MYB ¹, Included In Preliminary Budget ³

Impact of COVID-19 ²	Elimination of library fines
Community Centre UFF grant increase offset by a reduction to professional services ⁴	Accommodation costs increase for Libraries offset by a reduction to the library books and materials budget ⁴
Re-establish Terry Sawchuk Arena operating budget ⁴	

Notes:

1. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
2. Based on low economic impact scenario
3. Not an exhaustive listing
4. Mill rate support neutral impact

Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021 Preliminary	2022 Projection	2023 Projection	2021 to 2023 Total
Mill Rate Support - Council Approved Multi-Year Budget 2020 to 2023 (a)		(96.0)	(99.3)	(103.4)	
<i>Increase (Decrease) From Forecast:</i>					
<i>Revenue:</i>					
Terry Sawchuk Arena ice rental revenue	COUNCIL	0.2	0.2	0.2	0.5
Elimination of Library fines and fees	COUNCIL	(0.7)	(0.7)	(0.7)	(2.0)
Decrease in Recreation revenue due to COVID-19 pandemic - 2021 only	REV/COST	(4.8)	-	-	(4.8)
Miscellaneous adjustments *	HOUSEKEEP	-	-	-	-
Revenue Net Change (b)		(5.3)	(0.5)	(0.5)	(6.3)
<i>Expenditures:</i>					
Increased supplies, PPE, and facility maintenance due to COVID-19 Pandemic - 2021	REV/COST	1.4	-	-	1.4
Terry Sawchuk Arena maintenance	COUNCIL	0.2	0.2	0.2	0.5
Increase in Assiniboine Park Conservancy (APC) grant	INCREMENTAL	0.1	0.2	0.5	0.8
Decrease in estimated salaries and benefits	LEG	(0.3)	(0.6)	(0.7)	(1.5)
Decrease in library materials (books) to partially offset elimination of fines and fee revenue	COUNCIL	(0.4)	(0.4)	(0.4)	(1.1)
Decrease debt and finance charges	INCREMENTAL	(0.4)	(0.3)	(0.3)	(1.0)
Transfer to capital	INCREMENTAL	-	-	(2.0)	(2.0)
Miscellaneous adjustments *	HOUSEKEEP	0.2	0.2	0.0	0.4
Expenditures Net Change (c)		0.9	(0.7)	(2.6)	(2.4)
Mill Rate Support - Preliminary Budget (a+b-c)		(102.2)	(99.1)	(101.3)	

* Includes housekeeping or fine tuning adjustments.

Operating Budget Referrals

Operating Budget Referrals			2021	2022	2023
General Council of Winnipeg Community Centres Inc. 2020 - 2022 Business Plan	That the continuation of grants totaling \$1,576,725, as identified in the GCWCC Business Plan and as per the 2019 - 2029 executed Management Agreement, be referred to the 2021 - 2024 Budget Process.	Council September 30, 2020	✓	✓	✓
Elimination of library fines	That the permanent elimination of fines on overdue library material and associated revenue of \$660,000 be referred to the 2021 Budget Process.	Council October 29, 2020	✓	✓	✓
Funding for Vulnerable Populations in Response to COVID-19	That operational costs associated with these permanent public washrooms be determined and any amounts that cannot be defrayed through funding or revenue from other sources be referred to the 2021 operating budget process. Note: no operating budget has been established to supplement the \$670k one-time funding from the Canadian Medical Association Funding (CMAF) for vulnerable populations. Winnipeg is using these funds for public washrooms.	SPC on Protection, Community Services and Parks July 23, 2020	X	X	X

Included in the budget	✓
Not budgeted	x

Other Important Operating Budget Information

COVID-19 2021 Impacts:

- Recreation, Libraries, and Community Livability service areas will continue to be impacted through 2021 as a direct result of the pandemic, provincial public health orders and municipal response.

Capital Budget

Capital Budget Summary

COMMUNITY SERVICES - GENERAL CAPITAL FUND

Capital Investment Plan - Authorization

(\$000's)

	Authorization						6-Year Total
	2021	Forecast					
	Estimate	2022	2023	2024	2025	2026	
List of Capital Projects:							
1 Library Facility Safety, Security and Accessibility Improvements Program	300	100	-	200	-	300	900
2 Library Refurbishment & Interior Infrastructure Program	-	-	-	650	-	450	1,100
3 Library Technology Upgrade and Replacement Program	-	-	325	-	350	-	675
4 Library Facility Redevelopment - West Kildonan Library	938	2,775	-	-	-	-	3,713
5 South Winnipeg Recreation Campus: Library and Site Development - NEW	-	-	-	-	-	1,500	1,500
6 Recreational Facility Safety, Security and Accessibility Improvements Program	235	130	150	279	190	308	1,292
7 Fitness Equipment Upgrade Program	300	295	310	320	330	340	1,895
8 Boni-Vital Pool	5,360	-	-	-	-	-	5,360
9 Repair and Renovation of Pan Am Pool Universal Change Rooms	940	-	-	-	-	-	940
10 East of the Red RecPlex	-	-	-	-	1,000	-	1,000
11 Southeast Winnipeg New Community Centre and Library - NEW	-	-	-	-	-	382	382
12 Technology Advancement Program	100	-	-	310	-	300	710
13 Community Centre Renovation Grant Program (CCRGP)	2,000	2,000	2,000	965	965	965	8,895
14 Community Incentive Grant Program (CIGP)	1,000	1,000	-	-	-	-	2,000
15 Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	5,100	5,400	5,400	5,400	5,400	5,400	32,100
16 Recreation and Library Facility Investment Strategy - NEW	16,700	16,700	16,600	-	-	-	50,000
TOTAL CAPITAL PROJECTS	32,973	28,400	24,785	8,124	8,235	9,945	112,462



Key Projects in the Capital Budget

Project Name	Budget Year	Amount	Benefits to the Community
Library Redevelopment – West Kildonan Library	2021 - 2022	\$3.713	New leased library development to replace existing West Kildonan Library to better serve residents of Mynarski and Old Kildonan Wards with larger, fully accessible contemporary library facility.
Boni-Vital Pool	2021	\$5.360	Next phase of renewal of pool building systems to extend service life and including improvements to customer service areas.
East of the Red RecPlex	2025	\$1.000	Preliminary design and Class 3 estimates for development of a regional aquatic recreation centre to serve the NW quadrant, at the new Transcona Library site.
South Winnipeg Recreation Campus: Library and Site Development - NEW	2026	\$1.500	Funding in 2026 includes \$500,000 for Preliminary Design and Class 3 estimates for the library addition and \$1.0 million for site development work related to the overall recreation site including athletic fields, pathways and park amenities.
Southeast Winnipeg New Community Centre and Library	2026	\$0.382	Funding for a feasibility study for a new community centre at the 11 acre park site in the Bonavista to service growth in SE Winnipeg. Also includes funding for market analysis of potential tenant lease spaces for a new community library to serve this growing area.

Capital Budget Changes from Forecast

Projects (in Millions of \$)	MYB Criteria	Preliminary							
		Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2021 to 2025 Total	2026 Forecast	6-year Total
Council Approved Forecast		13.2	8.3	4.8	4.7	4.8	35.8		35.8
Increase / (Decrease) From Forecast:									
Recreation and Library Facility Investment Strategy	COUNCIL	16.7	16.7	16.6	-	-	50.0		50.0
Assiniboine Park Conservancy - Infrastructure and Sustainability	LEGISLATED	3.1	3.4	3.4	3.4	3.4	16.7		16.7
Library Facility Safety, Security and Accessibility Improvements Program	HOUSEKEEP	0.2	-	-	-	-	0.2		0.2
Library Refurbishment & Interior Infrastructure Program	HOUSEKEEP	(0.2)	-	-	-	-	(0.2)		(0.2)
Total Changes		19.8	20.1	20.0	3.4	3.4	66.7	9.9	76.6
PRELIMINARY CAPITAL BUDGET		33.0	28.4	24.8	8.1	8.2	102.5	9.9	112.5

Capital Budget Referrals

Capital Budget Referrals			2021	2022	2023	2024	2025	2026
Recreation and Library Facility Investment Strategy	That the list of recommended investments, attached as Appendix A: Recreation and Library Facility Investment Strategy- Capital Detail Sheet, be referred to the 2021 Budget process.	Council November 26, 2020	✓	✓	✓			

Included in the budget	✓
Not budgeted	x

Other Important Capital Budget Information

Recreation and Library Facility Investment Strategy

- Through the 2020 Budget, Council directed the Public Service to prepare a new 3-year recreation and library facility investment strategy of up to \$50 million, starting in 2021 to be funded from the City's anticipated annual strategic infrastructure allocation from the Province of Manitoba.

Key recommended investments include:

- \$3.0M of dedicated funding for capital maintenance and critical repairs of recreation and library assets
- \$15.0M towards structural and building envelope renewal of some of the most highly used, multi-purpose indoor pool facilities (Pan Am, Seven Oaks, Cindy Klassen Recreation Centre and St. James Assiniboia Centennial)
- \$10.1M towards redevelopment and improvement of recreation centres serving geographic areas of higher need including Old Ex Arena Redevelopment, Turtle Island Neighbourhood Centre, Magnus Eliason Neighbourhood Centre and a City contribution to the Portage Place Community Space.
- \$8.0M City contribution to an Arena Twinning Request for Proposals
- \$800k towards renewal of Dakota Waterplay Park and Kildonan Park Outdoor Pool
- \$5.5M towards Millennium Library Building Renewal and St. James Library & Westwood Library renewal or lease options.
- \$300k to support the grassroots planning efforts of the General Council of Winnipeg Community Centres (GCWCC) to guide future community centre investments.
- \$7.0M allocated to the Land Dedication Reserve Fund (LDRF), divided equally amongst the 15 electoral Wards for recreation & park investments in accordance with the LDRF Policy.

Questions?