



2021 Budget Update

2020 – 2023 Multi-Year Budget



Photo: Mike Peters, courtesy Tourism Winnipeg

November 27, 2020

Agenda

- Budget Context
 - Multi-Year Budget Goal
 - Budget Update Process
 - Multi-Year Budget Policy
 - Budget Guidelines
 - Budget Update Process
 - Key Goals and Priorities
 - Budget Consultation
- 2021 Balanced Budget Update
 - Budget Engagement
 - Economic and Financial Impact of COVID-19
 - Operating and Capital Budgets
 - Debt Strategy
- Budget Outlook
- Schedule of Budget Review Meetings

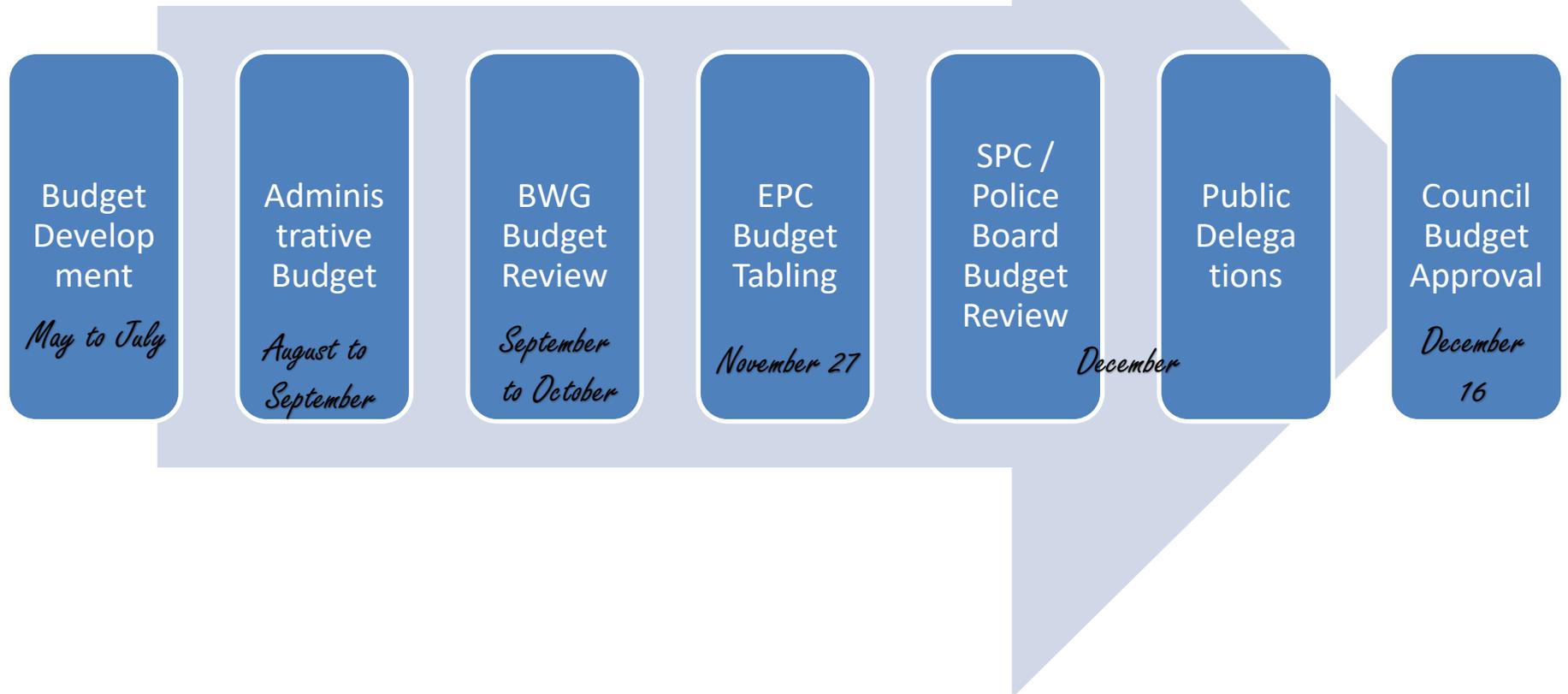
Budget Context

- Multi-year Budget Goal:
 - Budget Update Process
 - [Multi-Year Budget Policy](#)
 - Legislative changes (LEGISLATION)
 - New Council direction (COUNCIL)
 - Cost or Revenue drivers (REV/COST)
 - Incremental operating impact of approved capital projects (OP_CAP)
 - Housekeeping or fine tuning adjustments (HOUSEKEEP)
 - Budget Guidelines
 - Principles
 - Highlight significant changes from Council approved forecast
- Note: 2021 Budget Volume 1 Community Trends and Performance Report published in July 2020



Budget Context

- Budget Update Process



BWG – Budget Working Group; SPC – Standing Policy Committee; EPC – Executive Policy Committee

Budget Context

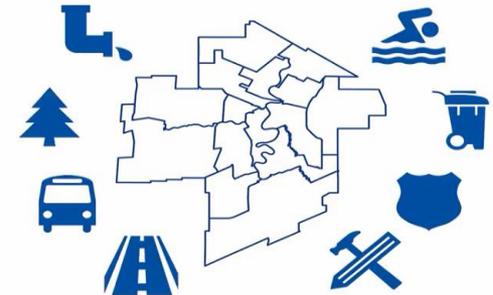
Key Goals

- Budget resiliency
- Fiscal responsibility
- Financial sustainability
- Greater certainty for taxpayers and stakeholders
- Transparent review process



Key Priorities

- Safe Restart for the Community
- Revitalize the economy
- Robust capital program
- Affordability and expenditure control
- Strategic investments



Budget Context

– Budget Consultation

- Budget Overview (Council Seminar) – September 2020
- Public Engagement - May and October 2020
- Councillor one-on-one meetings with Chair of SPC Finance and Corporate Finance – October to November 2020
- Public Delegations – December 2020
- Continued citizen feedback via 311



Budget Context

- Preliminary 2021 Balanced Budget
 - Economic recovery and community support
 - COVID-19 impact
 - Maintain Council approved services
 - Robust capital plan
- Fiscally responsible
 - Financial Stabilization reserve – above the target balance
 - Credit rating / liquidity position
 - Flexibility to adapt to future challenges

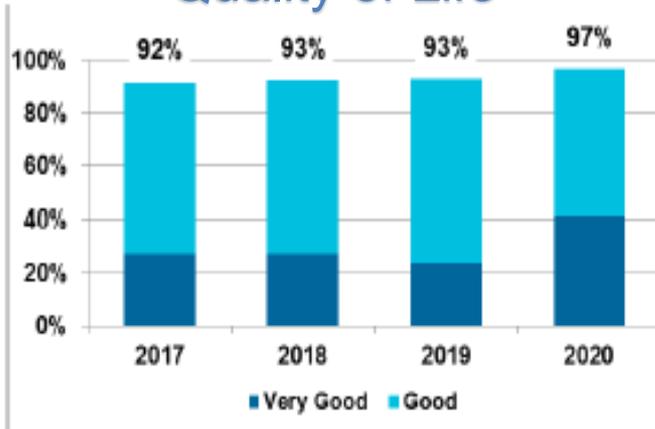


2021 BALANCED BUDGET UPDATE

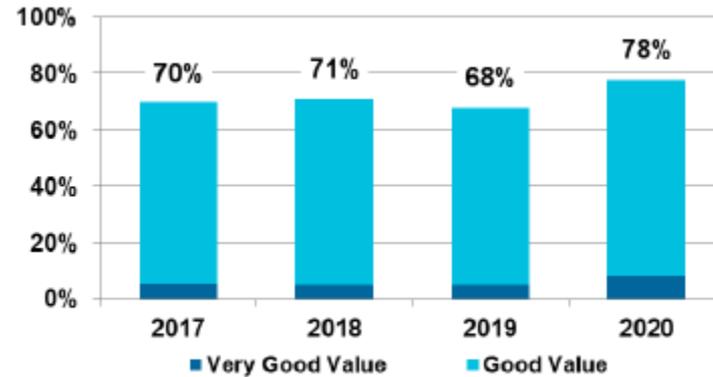
Budget Engagement

Citizen Survey Results

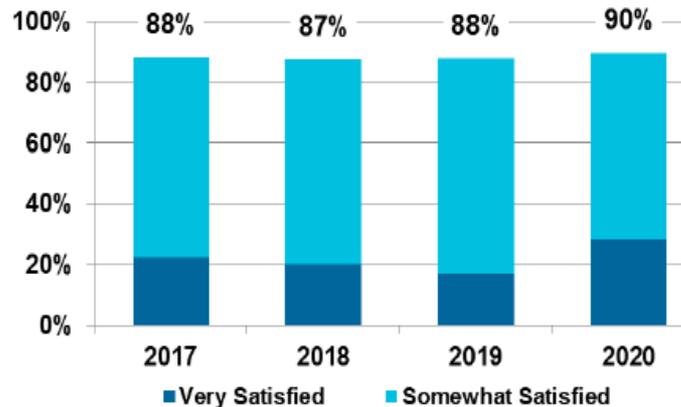
Quality of Life



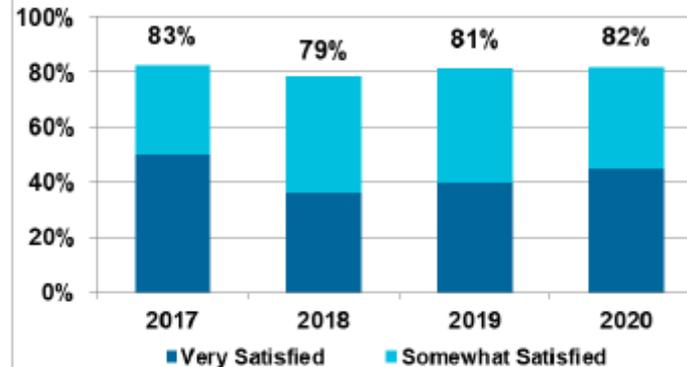
Value for Tax Dollars



Service Satisfaction



Customer Service



Full results available at winnipeg.ca/budget2021

Budget Engagement

Online Survey Results

- The top priority from the 2020-2023 multi-year budget list of seven priorities was community services.
- When asked about value for tax dollars, 4% said tax dollars provide very good value and 46% said good value.
- The Winnipeg Police Service received the most feedback of all City services, mostly focused around shifting budget towards community supports.

Note: Final results are not a representative sample of Winnipeg residents, either by age or by geographic area.

- Top most represented postal codes: R3G, R3M, R3C
- Represented age groups: 0.1% under 18; 41.8% 18-34; 39.2% 35-55; 18.9% 55+

2020-2023 Multi-year Budget Priorities



#1 – Community Services

#2 - Investment in Transit

#3 – Community safety

#4 – Roads

#5 – Controlling expenses and driving efficiencies

#6 - Trees

#7 – Fire protection

Budget Engagement

Online Survey Results

Three most important services

768 responses, 1 skipped



■ Not sure/Don't know
 ■ Not important at all
■ Not important
 ■ Important
■ Very Important

Three least important services

768 responses, 1 skipped

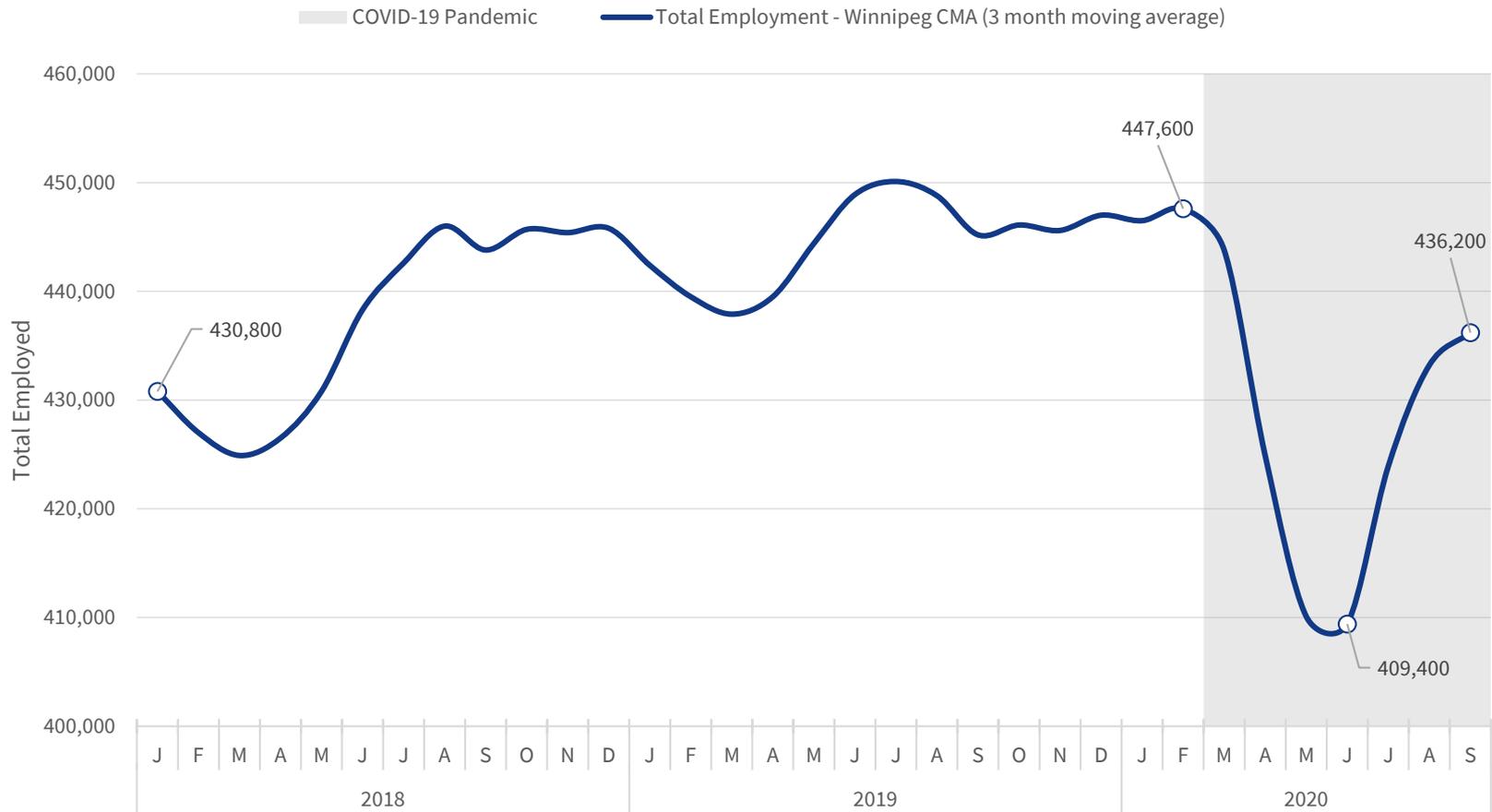


■ Not sure/Don't know
 ■ Not important at all
■ Not important
 ■ Important
■ Very Important

- [Summary available here.](#)
- [Appendices available here.](#)

ECONOMIC AND FINANCIAL IMPACT OF COVID-19

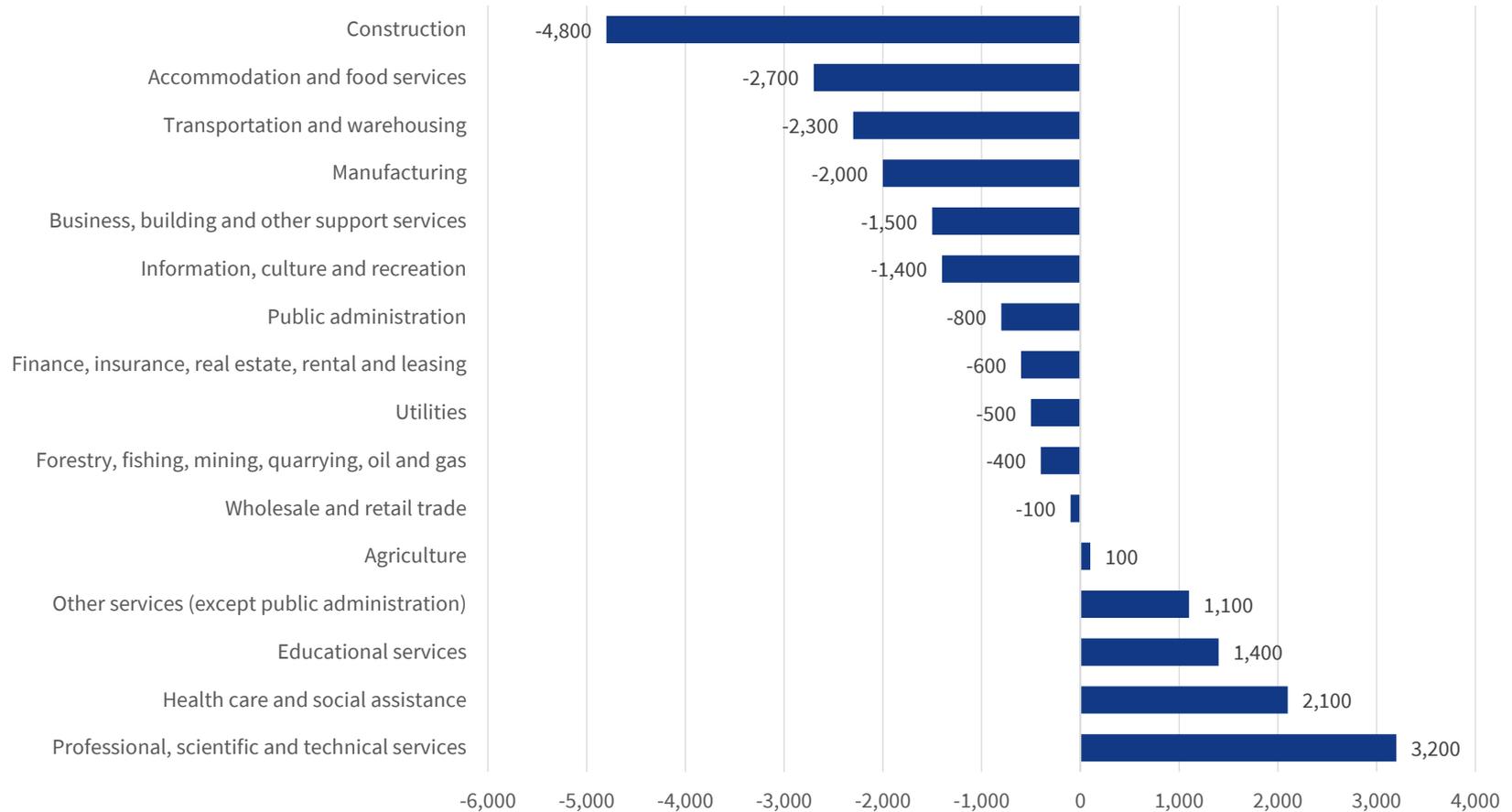
Winnipeg CMA: Total Employment Three-month Moving Average



Source: Statistics Canada. Table 14-10-0097-01, Employment by Industry, Three-month Moving Average, Unadjusted for Seasonality, Census Metropolitan Areas

Winnipeg CMA: Year-over-year Change in Employment by Industry

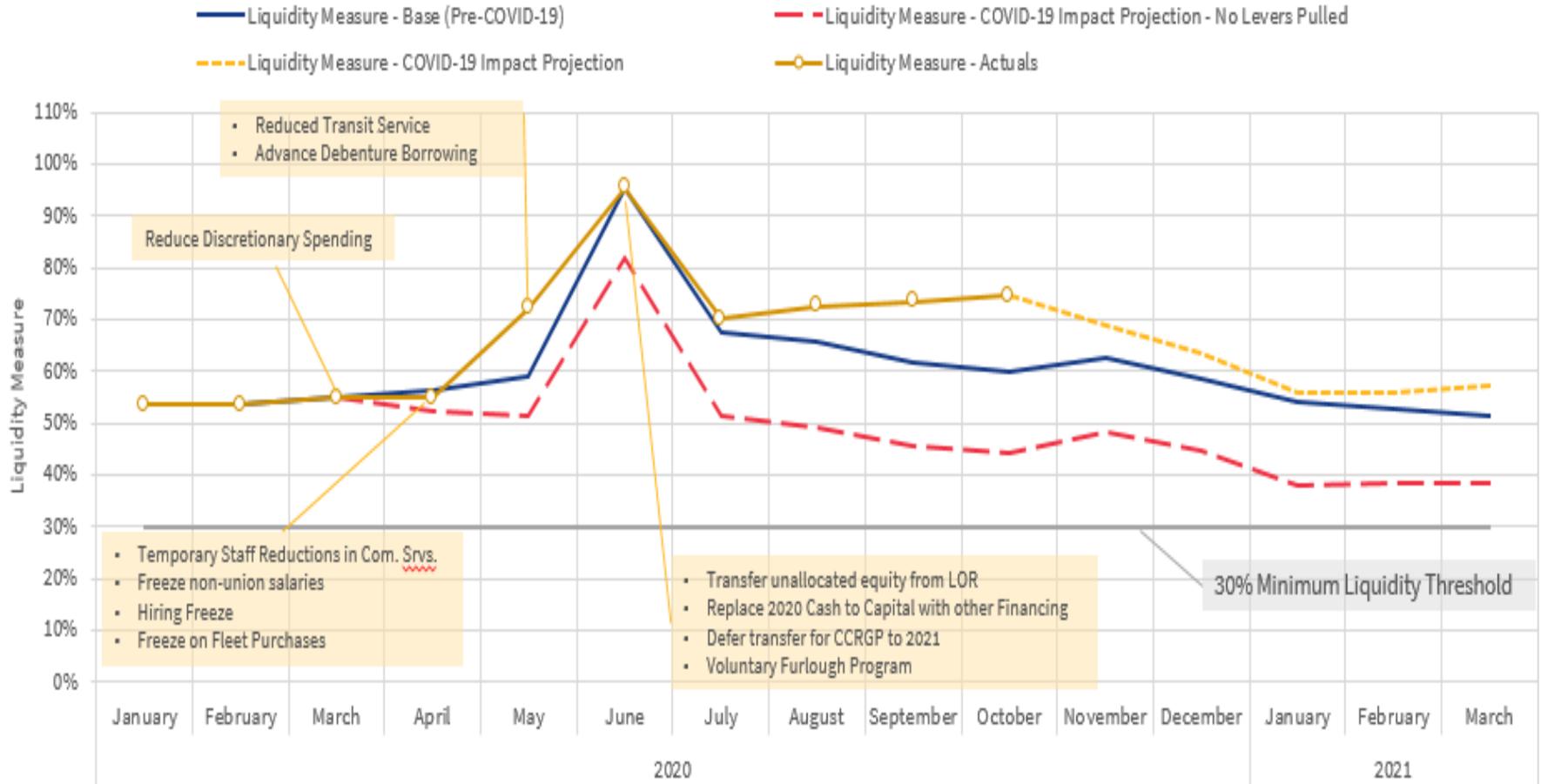
September 2019 vs. September 2020 (Three-month Moving Average)



Source: Statistics Canada. Table 14-10-0097-01, Employment by Industry, Three-month Moving Average, Unadjusted for Seasonality, Census Metropolitan Areas

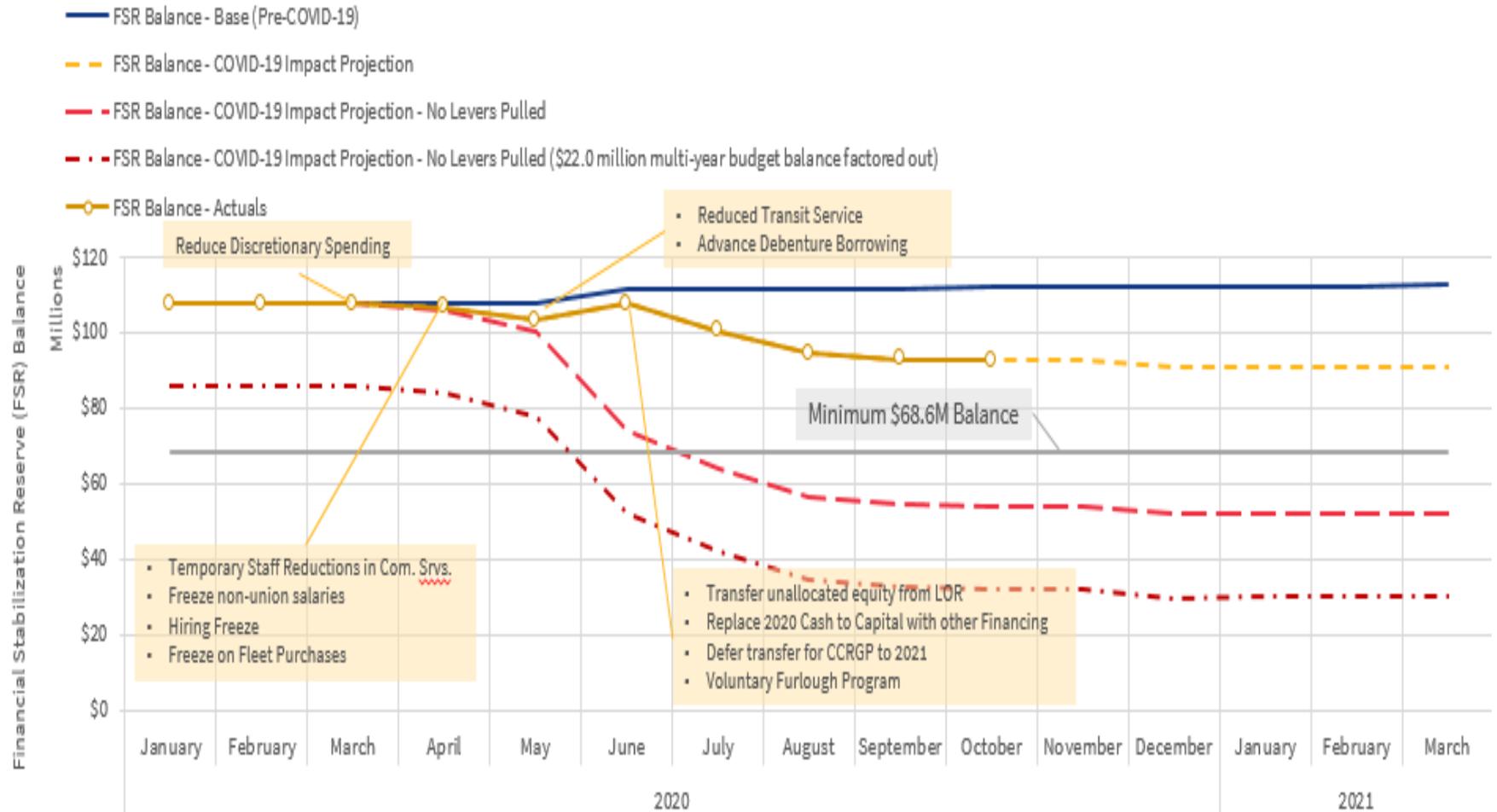
City of Winnipeg Liquidity Measure

Baseline vs. Projection



City of Winnipeg Financial Stabilization Reserve

Baseline vs. Projection



COVID-19 Pandemic Impact to City 2021 Budget

(in millions of \$):	Description	Revenue	Expenses
Community Services	Revenue loss from Recreation services due to reduced public use of facilities and programs.	4.825	
	Overtime for sick leave coverage, personal protective equipment (PPE), cleaning supplies and facility maintenance.		1.405
Fire Paramedic Service	Equipment (PPE) and supplies.		1.200
Planning, Property and Development	Permit fee revenue loss.	3.650	
Police Service	Overtime for sick leave coverage, PPE.		0.619
Assessment and Taxation	Entertainment Funding Tax decrease and decrease in cyclical expenses.	1.000	(0.126)
Other Departments - City Clerks	Appeal revenue deferral, remote meetings, cleaning supplies, residential tipping fee expense and others.	0.420	1.079
Tax Supported Departments including Municipal Accommodations		9.895	4.177
Transit	Revenue loss due to ridership decrease. Expenses due enhanced disinfection of buses.	40.756	0.644
Water and Waste	Increase in residential tipping fees revenue.	(0.430)	
Parking	Net revenue impact, assumed 50% revenue decline from January to June and 10% from July to December. Contracted enforcement expenses are assumed to decrease by 10% for the year.	7.021	(0.820)
Total Impact		57.242	4.001
Total City			61.243

Accommodation tax in the Destination Marketing Reserve is budgeted at \$5 million in 2021, a 50% reduction in comparison to 2020 Budget

OPERATING AND CAPITAL BUDGET

Budget Overview

(Service Based View)

PRELIMINARY 2021 BALANCED BUDGET UPDATE				
Service Based Budget by Standing Policy Committee (in millions of \$)	FTEs	Operating Budget	Capital Budget	Reserves Projected Ending Balance
Infrastructure Renewal and Public Works	2,271	(249.0)	187.1	15.7
Water and Waste, Riverbank Management and the Environment	977	21.4	116.3	197.1
Property and Development, Heritage and Downtown Development	589	3.6	6.9	46.0
Protection, Community Services and Parks / Winnipeg Police Board	4,421	(572.2)	53.4	10.0
Innovation and Economic Development	393	(32.2)	22.3	4.8
Executive Policy Committee	509	868.6	0.4	136.8
Total City	9,160	40.2	386.4	410.4
4-year tax supported budget increasing by an average of 2.1 percent (2020 to 2023).				
Notes:				
1. Include COVID financial implications.				
2. Property, business and other taxes, and other Corporate revenue are under the purview of Executive Policy Committee.				
3. Bracketed amounts represent mill rate support / deficit.				
4. FTEs = Full Time Equivalentents				

Year 2 of the Balanced Tax Supported Multi-Year Budget

Significant budget changes (in millions of \$):	2021 - 2023	
Police pension adjustment		30.7
COVID - tax supported	14.0	
COVID - Transit	41.4	55.4
Reversal of PST rate adjustment		3.2
Investment in Forestry Branch		3.0
Other cost pressures		4.2
Sub-total Cost Pressures		96.5
How did we balance:		
Projected Police savings to be determined by the Winnipeg Police Service		15.3
WAPSO collective agreement	12.0	
Adjusted estimated increases in salaries and benefits	16.3	28.3
Provincial funding offset with cash to capital		30.0
Replace cash to capital with debt (excludes Transit options)		10.0
Transit service reduction and other options		12.9
Sub-total Options		96.5
Mill Rate Support (before Federal Restart Funding)		-

Operating Budget Highlights

Annual Tax Supported Operating Increase ¹	Average ³
2021 Preliminary Budget	1.2%
Approved in the Multi-Year Budget ²	1.5%

Budget Impacts - Approved in MYB ²

Fare Free Travel for children 11 and under	Close 311 service desk (510 Main Street)
Reduce Leisure Guide Programming	Transit Low Income Pass
Transit Plus 500 meter rule	Large Sewer Volume Discount

Budget Impacts – Not Projected in MYB², Included in Preliminary Budget

Impact of COVID-19 ⁴	One-time investment increase (55%) for Transit
Police pension plan adjustment	Reversal of assumed PST savings

Notes:

1. Based on expenditures before capital related expenditure
2. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
3. Average for 2020 to 2023
4. Based on low economic impact scenario
5. Services impacted is not an exhaustive listing

Tax Supported Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021	2022	2023	2021 to 2023
		Preliminary	Projection	Projection	Total
Mill Rate Support - Council Approved Multi-Year Budget 2020 to 2023 (a)		-	-	-	
<i>Increase (Decrease) From Forecast*:</i>					
<i>Revenue:</i>					
1. Decreases due to COVID-19 impacts including permit and recreation fee revenue losses	REV/COST	(9.9)	0.4	(0.4)	(9.9)
2. Transfer from/(to) Financial Stabilization Reserve	REV/COST	27.2	(15.7)	(25.3)	(13.8)
3. Revenue shortfall due to re-introduction of tax penalty waivers, funded by federal safe restart funding	REV/COST	(3.8)			(3.8)
4. Transfer from reserves/other funds; \$4.6 million in 2021 offset by a decrease in Corporate Efficiencies	REV/COST	5.8	1.1	1.0	7.9
5. Miscellaneous adjustments	HOUSEKEEP	1.6	3.6	1.0	6.2
Revenue Net Change (b)		20.9	(10.6)	(23.7)	(13.4)

Tax Supported Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021	2022	2023	2021 to 2023 Total
		Preliminary	Projection	Projection	
<i>Expenditures:</i>					
<i>Increase (Decrease) From Forecast*:</i>					
6. Increased Transit subsidy in 2021 (from \$67.3 million to \$104.3 million, 55% increase) primarily due to the pandemic; decreased in 2022 and 2023 primarily due to capital related expenditures	REV/COST	25.8	(7.1)	(10.0)	8.7
7. Arbitrator's decision on changes to the Police pension	COUNCIL	9.1	11.7	9.9	30.7
8. Projected Police savings to be determined by the Winnipeg Police Service.	REV/COST	(5.1)	(5.1)	(5.1)	(15.3)
9. Adjusted estimated increases in salaries and benefits	REV/COST	(3.7)	(8.1)	(11.5)	(23.3)
10. Decrease in transfer to capital, including capital closing surplus	REV/COST	(10.3)	(3.7)	(9.2)	(23.2)
11. Decrease in debt and finance charges primarily due to cash flow timing and rate changes	REV/COST	(4.5)	(2.0)	(1.6)	(8.1)
12. Corporate efficiencies adjustments	REV/COST	7.9	1.1	1.3	10.3
13. Miscellaneous adjustments	HOUSEKEEP	1.7	2.6	2.5	6.8
Expenditures Net Change (c)		20.9	(10.6)	(23.7)	(13.4)
Mill Rate Support - Preliminary Budget (a+b-c)		-	-	-	
* Includes housekeeping or fine tuning adjustments.					

Utilities and SOAs Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021 Preliminary Budget	2022 Projection	2023 Projection	2021 to 2023 Total
Surplus / (Deficit) - Council Approved Multi-Year Budget 2020 to 2023 (a)		42.2	43.6	45.1	
<i>Increase (Decrease) From Forecast:</i>					
<u>Revenue:</u>					
Due to COVID-19 pandemic:					
1. Decrease in Transit ridership - 55% of normal levels from January to August increasing up to 65% for the remainder of 2021	REV/COST	(40.8)	-	-	(40.8)
2. Increased Transit subsidy in 2021; decreased in 2022 and 2023 primarily due to capital related	REV/COST	25.8	(7.1)	(10.0)	8.7
3. Increased transfer from Transit reserves	REV/COST	2.1	-	-	2.1
4. Decreased parking revenue - assumed at 50% January to June and 10% from July to December	REV/COST	(7.1)	0.3	0.3	(6.5)
5. Increase in Municipal Accommodations revenue	REV/COST	1.7	0.5	0.9	3.1
6. Miscellaneous adjustments	HOUSEKEEP	0.7	-	0.1	0.8
Revenue Net Change (b)		(17.6)	(6.3)	(8.7)	(32.6)
<u>Expenditures:</u>					
7. Decreased debt and finance charges primarily due to cash flow timing and rate changes	REV/COST	(2.7)	(1.6)	(2.1)	(6.4)
8. Decrease in transfer to capital	REV/COST	(8.6)	(7.3)	(9.9)	(25.8)
9. Transit's expenditure adjustment to be funded through retained earnings	REV/COST	(4.0)	-	-	(4.0)
10. Miscellaneous adjustments	HOUSEKEEP	(0.3)	1.2	(1.1)	(0.2)
Expenditures Net Change (c)		(15.6)	(7.7)	(13.1)	(36.4)
Surplus / (Deficit) - Preliminary Budget (a+b-c)		40.2	45.0	49.5	
* Includes housekeeping or fine tuning adjustments.					

Federal Safe Restart Funding in 2020

Municipal (operating) \$42.2 million

Transit \$32.3 million

Total \$74.5 million

COVID-19 Crisis Cash Flow Management

- Reverse 2020 levers
 - Cash to capital to debt \$15.6 million
 - Land operating reserve transfer \$8.0 million
- Mitigate revenue losses in Parking SOA \$7.7 million
- Funding dedicated to Transit operations to backfill 2020 revenue losses and reverse cash to capital to debt lever \$2.8 million

Easing the economic, social and emotional burden of COVID-19 \$7.6 million

- Re-introduction of tax penalty waivers \$3.8 million
- Winnipeg COVID-19 Economic Support (grant program) \$3.0 million
- Support to community wellness program \$600,000
- Mental health support to front liners in ambulance and fire emergency services \$250,000

Restarting Economy \$3.3 million

- Affordable housing strategy \$2.0 million
- Improvements to planning, development and permitting processes \$750,000 (4 annual FTEs)
 - Staffing to support residential volume increases
 - Staff to review secondary plans
 - Development planners
 - Computer hardware
- Economic Development Office \$500,000

2021 Revenue Highlights

Property Taxes - \$658.7 million

- 2.33% tax increase dedicated to infrastructure

Business Taxes - \$57.9 million

- 4.84% rate (same as 2020), \$44,200 Small Business Tax Credit (\$35,700 in 2020), 55% of businesses exempted

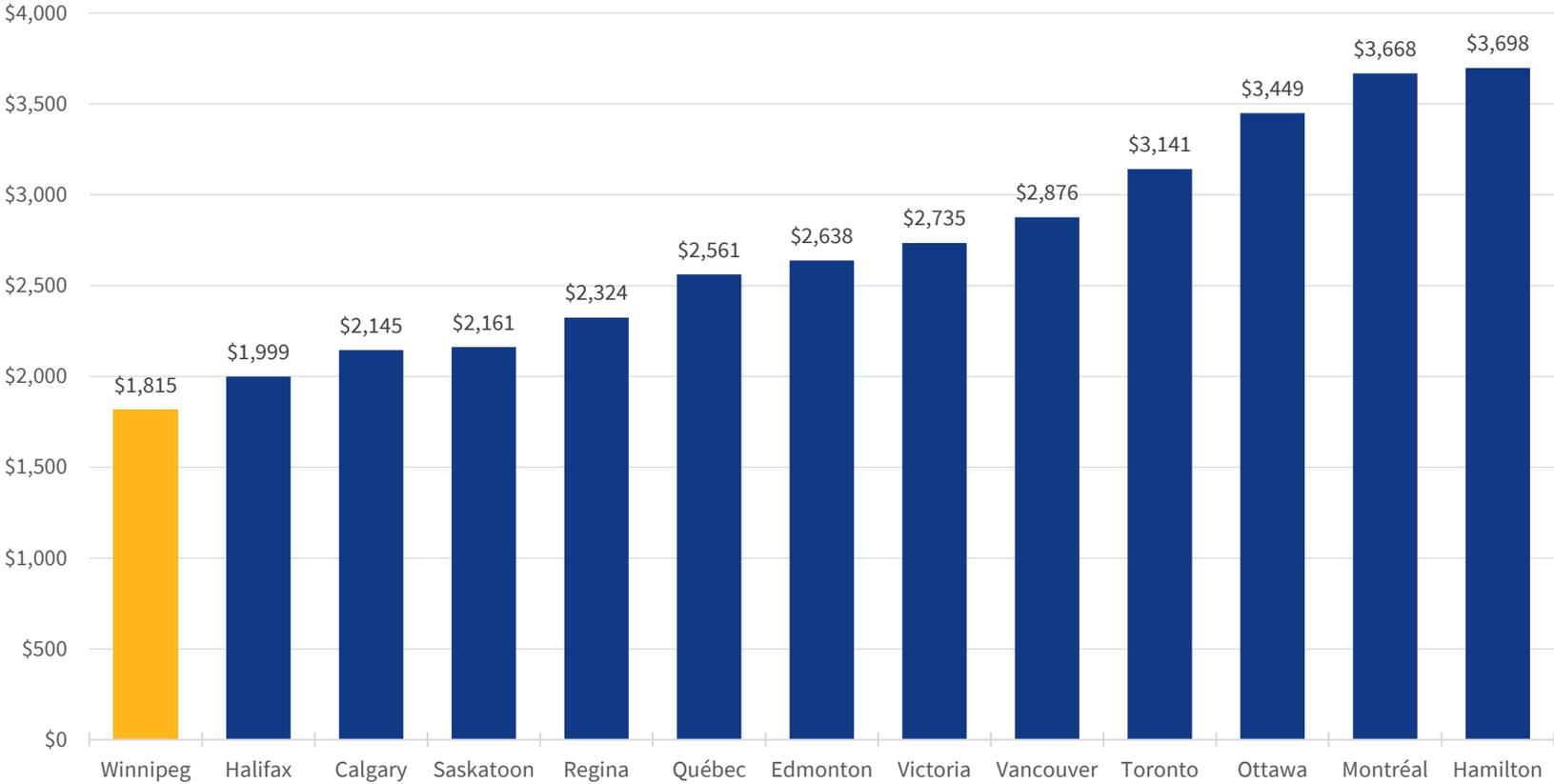
Water and Sewer sales - \$324.4 million

Transit Fares- \$54.1 million

Government Grants - \$197.8 million

Total Operating Revenue (\$1.933 billion) fairly consistent with 2021 budget projections (\$1.930 billion)

2020 Municipal Property Tax Comparison for Average Home



Source: Cities Assessment and Taxation Websites and various other media sources

Average Home Assessed at \$313,590 in 2021

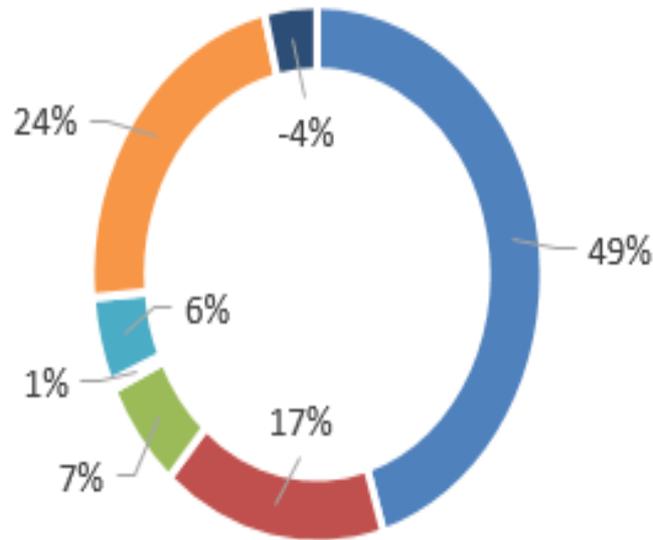


	2020	2021	Change	
Municipal property taxes (excludes school taxes)	\$1,815	\$ 1,857	\$ 42	2.33%

12 cents per day on the average home

2021 Expenditure Highlights

Tax Supported \$1,180 million,
Utilities and SOAs \$713 million



- SALARIES & BENEFITS
- SERVICES
- MATS PARTS & SUPPL
- ASSETS & PURCHASES
- DEBT & FIN CHARGES
- GRANTS TRSF & OTH
- RECOVERIES

Total City Expenditures \$1.893 billion

Corporate Efficiencies \$31.8 million

Capital Budget Summary

In Millions of \$	2020 Adopted Budget	2021 Budget	2022 to 2026 Forecast	6-year Total
Tax Supported	\$ 205.9	\$224.2	\$ 1,039.2	\$ 1,263.4
Utilities	147.0	143.8	769.1	912.9
Special Operating Agencies	16.6	18.4	84.0	102.4
TOTAL	\$ 369.5	\$386.4	\$ 1,892.4	\$ 2,278.7

Key Projects in 2021 Budget

Recreation and Library Facility Investment

Regional and Local Streets

Transit Buses

Southwest Interceptor

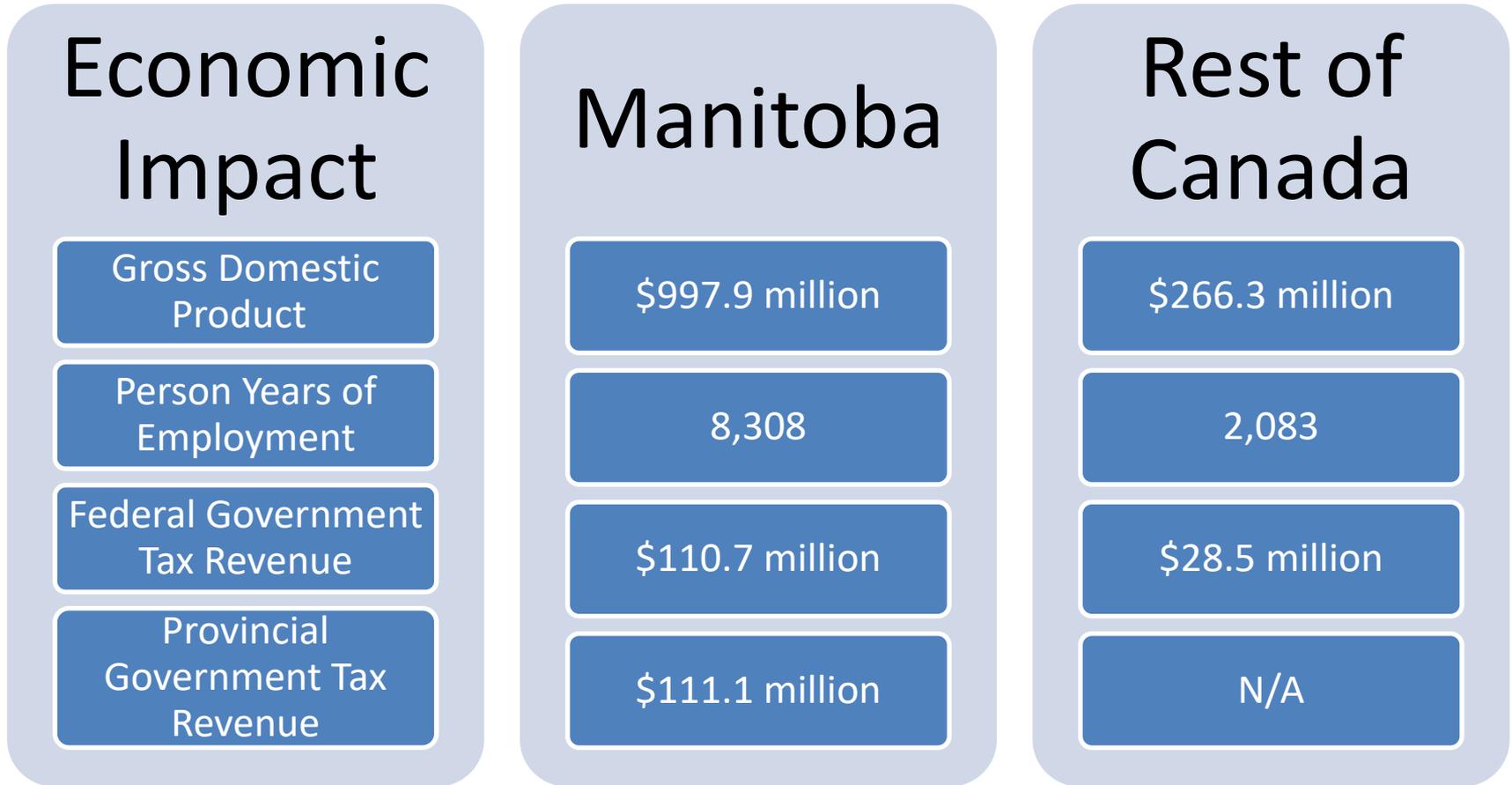
Assiniboine Park Conservancy

Urban Forest Enhancement Program

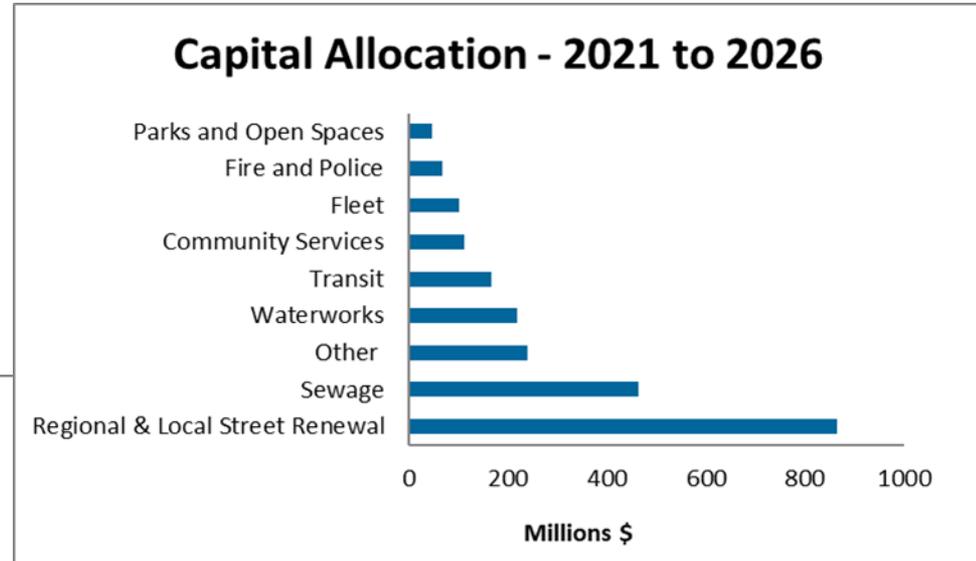
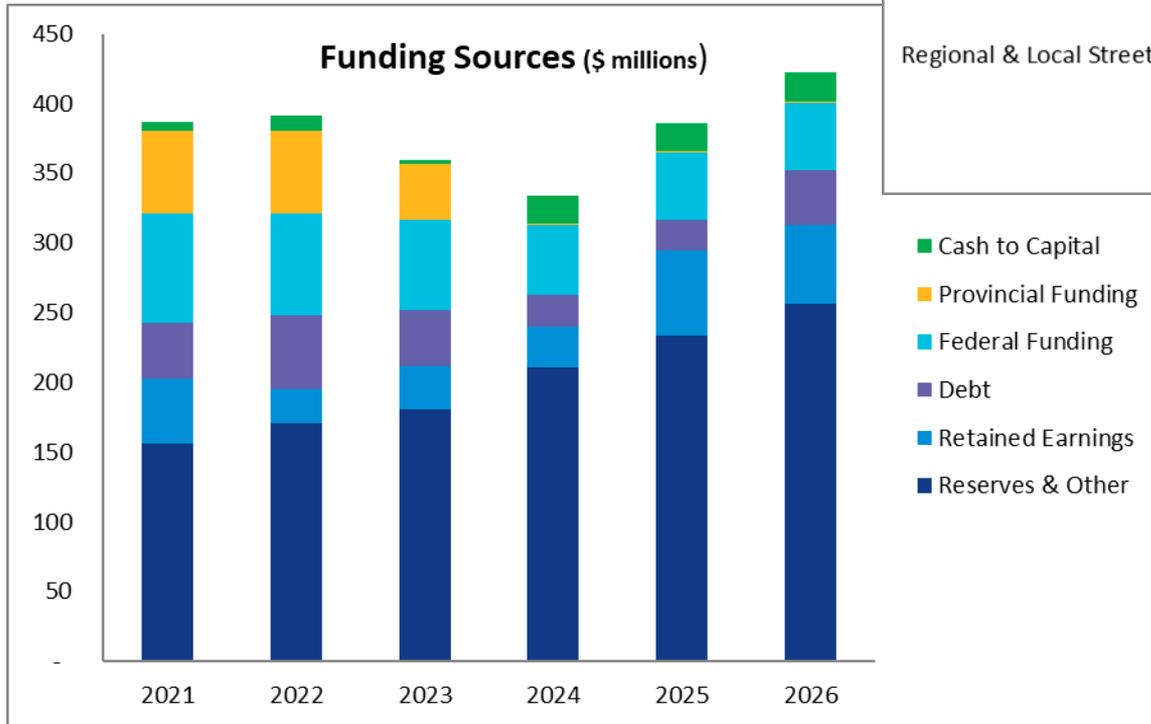
Combined Sewer Overflows

Water Meter Renewal Program

Economic Impact Assessment on 2021 to 2026 Capital Budget



Capital Budget Highlights



- Cash to Capital
- Provincial Funding
- Federal Funding
- Debt
- Retained Earnings
- Reserves & Other

Capital Budget Changes

Projects in millions of \$						2021 to		
	2021	2022	2023	2024	2025	2025 Total	2026 ³	6-year Total
Forecast from 2020 Budget¹	363.4	365.7	329.7	337.2	390.8	1,786.8	-	1,786.8
Significant Increase / (Decrease):								
Recreation and Library Facility Investment Strategy	16.7	16.7	16.6	-	-	50.0		50.0
Assiniboine Park Conservancy	3.1	3.4	3.4	3.4	3.4	16.7	3.4	20.1
Transit Buses	(3.5)	-	0.5	(0.5)	-	(3.5)		(3.5)
Water and Waste ²	6.6	2.5	8.7	(9.8)	(11.3)	(3.3)		(3.3)
Various / 2026 Changes	0.1	3.0	0.7	3.4	2.7	9.9	418.7	428.6
Total Changes	23.0	25.6	29.9	(3.5)	(5.2)	69.8	422.1	491.9
PRELIMINARY CAPITAL BUDGET	386.4	391.3	359.6	333.7	385.6	1,856.6	422.1	2,278.7

1. Forecast amounts are from the 2020 Adopted Budget approved by Council on March 20, 2020.

2. Water and Waste changes are mainly due to reallocations between years for various projects.

3. 2026 amounts are new funding within the 6-year capital budget, mainly for existing projects. Some of the significant projects in 2026 include the following (in millions of \$):

Regional and Local Street Renewal Program	147.313
Lagimodiere Twin Overpasses Rehabilitation	20.000
Transit Buses	23.391
Water Meter/Sewer/Water Main Renewals	65.250
Combined Sewer Overflow and Basement Flooding Strategy	31.500
Southwest Interceptor	20.000
Fleet Asset Acquisitions	15.670

Strategic Investments

- Recreation and Library Facility Investment Strategy
 - 3-year \$50 million proposed investments
 - Multi-use indoor pool renewal
 - Recreation Centres, Arenas, Outdoor Aquatic, Community Centres
 - Libraries
- Regional and Local Street Renewal - \$864.1 million 6-year investment
 - Regional Streets - \$417.0 million
 - Local Streets - \$447.1 million
- Transit Buses - \$131.8 million 6-year total
- Pedestrian and cycling program - \$11.4 million plus \$8.1 million included in Roads over six years

Strategic Investments

- Operating and capital support to Assiniboine Park Conservancy
 - \$11.7 million operating grant in 2021, \$12.1 million in 2022 and \$12.4 million in 2023
 - \$5.1 million in 2021 for ongoing infrastructure renewal, 6-year investment \$32.1 million
- Continued funding to reduce incidence of combined sewer overflows - \$180 million for 6 years
- Urban Forest Enhancement Program, includes Reforestation
 - Operating funding - \$13.2 million in 2021, \$13.4 million in 2022 and \$13.6 million in 2023
 - \$6.2 million in 2021 capital budget, 6-year capital investment \$29.2 million
- Water Meter Renewal Program - \$39 million in 2025 and 2026
- Southwest Interceptor - \$60 million as of 2026

Debt Strategy

Purpose

- To proactively set debt limits
- To establish a prudent level of debt to support the City's capital infrastructure program
- To maintain an appropriate credit rating
- Continued long-term financial flexibility and sustainability

Debt Metrics	Maximum	As at December 31, 2019	Forecasted Peak
Debt as a % of revenue			
City	90.0%	64.2%	79.2%
Tax-supported and other funds	80.0%	56.6%	65.2%
Utilities and other	220.0%	64.1%	99.4%
Debt-servicing as a % of revenue			
City	11.0%	4.3%	6.5%
Tax-supported and other funds	10.0%	4.6%	5.1%
Utilities and other	20.0%	3.1%	9.4%
Debt per capita			
City	\$ 2,800	\$ 1,799	\$ 2,066
Tax-supported and other funds	\$ 1,500	\$ 1,016	\$ 1,144
Utilities and other	\$ 1,500	\$ 677	\$ 828

Note: "City" includes "tax-supported and other funds", "Utilities and Other" and consolidated entities. "Tax-supported and other funds" includes Municipal Accommodations and Fleet Management. "Utilities and Other" includes Transit System, Waterworks System, Sewage Disposal System and Solid Waste Disposal. "Forecasted Peak" does not account for the implications of consolidated accounting entries.

Debt Strategy - Credit Rating

S&P Global – AA/Stable/since January 2003 (Reaffirmed November 2020) based on the following strengths:

- The city's well-diversified economy and robust levels of reserves and liquid assets will help it weather current pressures and preserve its credit metrics over the medium term
- Winnipeg's cost-containment efforts and emergency government support will limit the net impact of the COVID-19 pandemic on the city's budgetary performance
- The city's diversified economy will facilitate the path to recovery in the next two years
- Winnipeg's prudent financial management and robust liquidity will help to sustain the city's creditworthiness in the longer term
- Winnipeg has strong access to external liquidity, given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments

Debt Strategy - Credit Rating

Moody's – Aa2 Stable

- In June 2020, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable

Moody's noted in the report "The credit profile also reflects near-term economic and fiscal pressures stemming from the coronavirus pandemic, weakening reserve levels and an elevated debt burden which we expect will be between 95% and 100% of operating revenue over the next two years."

The City's credit rating has benefited from:

- Economic diversity providing buffer against coronavirus-related pressures and volatility in economic cycles
- Strong debt affordability despite elevated debt burden
- Strong governance and management structure and mature institutional framework



Photo: Mike Peters, courtesy Tourism Winnipeg

Budget Outlook

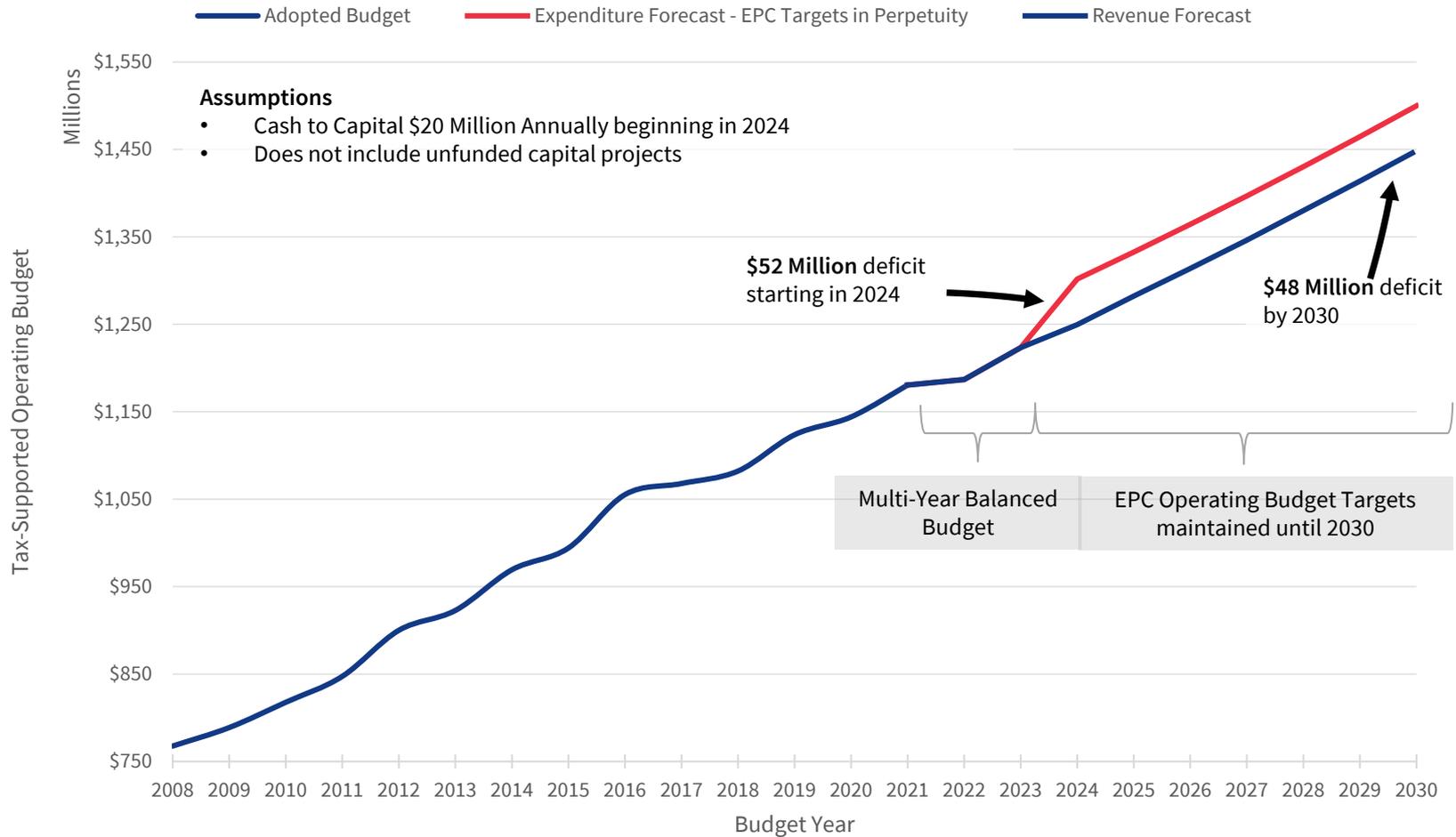
Budget Outlook

Multi-year Balanced Budget

- Focused on maintaining the balanced operating budget (2021 to 2023) and 6-year capital program
- Next steps:
 - Annual budget review and update
 - 2022 budget update by current Council
 - 2023 first budget by the next Council
 - New multi year budget cycle 2024 to 2027 with balanced operating and capital budgets

Budget Outlook

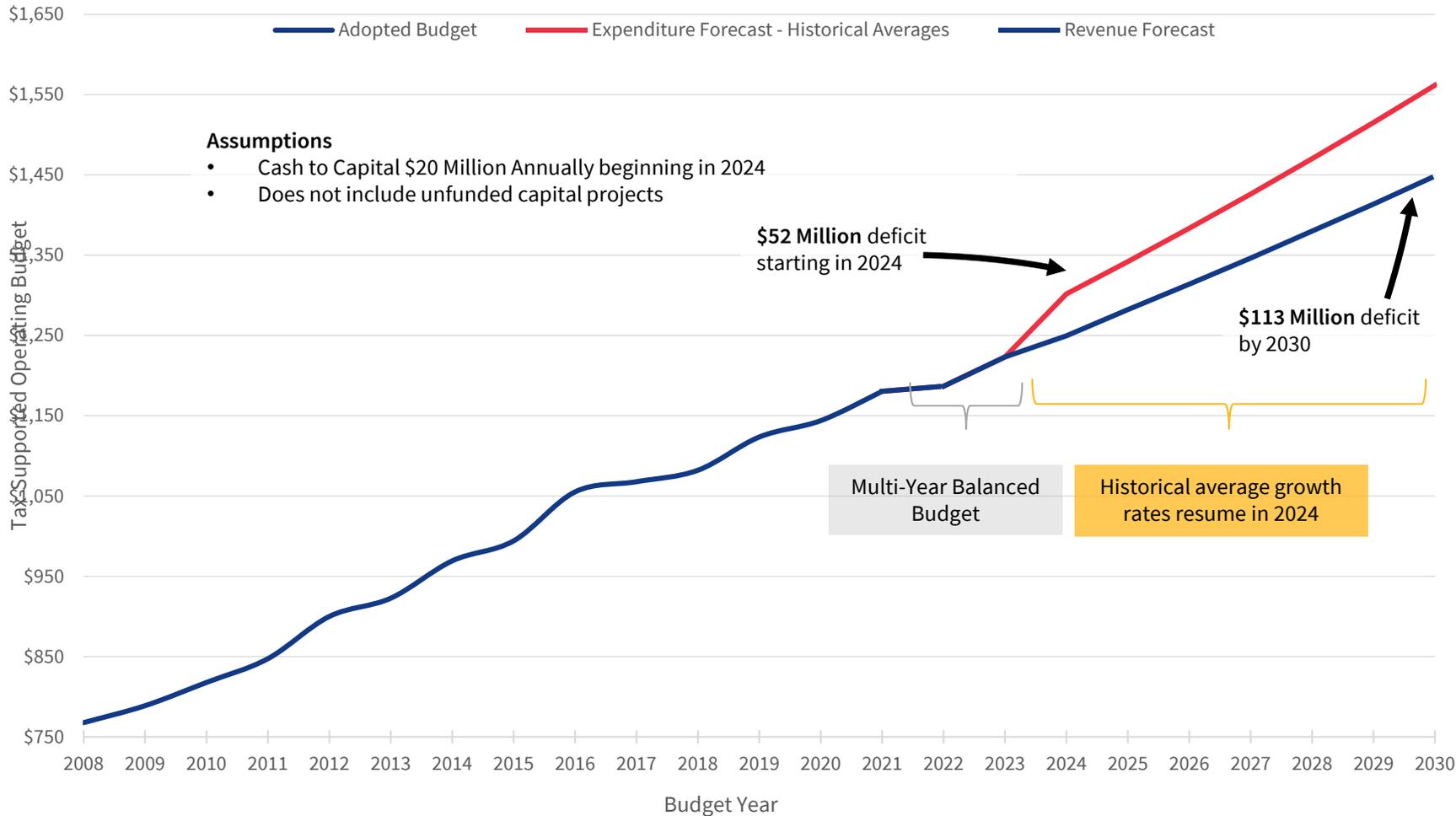
Tax-Supported Operating Budget Forecast – If EPC Targets maintained until 2030



Source: City of Winnipeg Economic Research

Budget Outlook

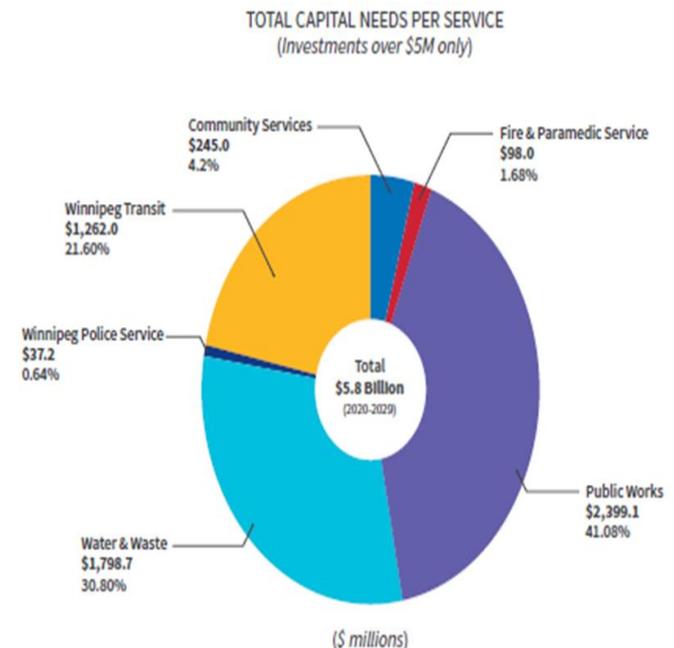
Tax-Supported Operating Budget Forecast – If Historical Average Growth Rates Resume in 2024



Source: City of Winnipeg Economic Research

Budget Outlook

- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable
- Operating and Capital Budgets
 - New long-term growth revenue sources will be required in the future to address the future years operational deficit and unfunded capital forecast.
 - Based on the 2018 State of the Infrastructure Report, Winnipeg's infrastructure deficit over 10 years was estimated at \$6.9 billion
 - 2020 City Infrastructure Plan – prioritized list of investments over \$5 million amounted to \$5.8 billion. Approximately half of the 10 year capital plan.



Schedule of Meetings

Multi-year Operating and Capital Budget

Date	Committee
Friday, November 27, 2020	Special Executive Policy Committee Meeting to Table Budget
Tuesday, December 1, 2020	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Regular Meeting)
Wednesday, December 2, 2020	Standing Policy Committee on Protection, Community Services and Parks (Regular Meeting)
Friday, December 4, 2020	Standing Policy Committee on Infrastructure Renewal and Public Works (Regular Meeting)
Monday, December 7, 2020	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Regular Meeting)
Tuesday, December 8, 2020	Standing Policy Committee on Innovation and Economic Development (Regular Meeting)
Thursday, December 10, 2020	Winnipeg Police Board (Special Meeting)
Friday, December 11, 2020	Executive Policy Committee to hear delegations on Budgets (Special Meeting)
Tuesday, December 15, 2020	Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations (Special Meeting)
Wednesday, December 16, 2020	Special Meeting of Council to consider Budgets