



2020 To 2023 Preliminary Operating and Capital Budgets

Public Works Department Parks and Open Space Division



Standing Policy Committee on Protection, Community Services & Parks

March 13, 2020

Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Preliminary Operating and Capital Budgets – Summary
3. Operating Budget
 - Parks and Urban Forestry Service Based Budget
 - Year over Year Variance Explanations
 - Insect Control Service Based Budget
 - Year over Year Variance Explanations
 - Salaries and benefits, FTEs, and vacancy management
 - Other Important Operating Budget Information
4. Capital Budget
 - Capital Investment Plan - Authorization
 - Capital Budget Options and Reductions
 - Capital Forecast to Submission Reconciliation
 - Other Important Capital Budget Information
5. Operating Budget Referral
6. Questions

Strategic Objectives, Priorities and Performance Measurement

Strategic Objectives

Source: Volume 1 Community Trends and Performance Report

- To develop, operate, maintain and preserve all parks and open spaces to promote vibrant, healthy communities while fostering environmental stewardship.
- To provide effective and coordinated nuisance mosquito control and West Nile Virus response while minimizing impact on the environment.

Key Priorities

Source: Volume 1 Community Trends and Performance Report

- Maintain and improve parks, athletic fields, playgrounds, and related amenities to meet community leisure needs and interests.
- Preserve and enhance natural areas across the City's park and open space system.
- Protect and enhance the urban forest through effective tree care practices and replacement planting.
- Effective and coordinated nuisance mosquito control and mosquito-borne disease control.

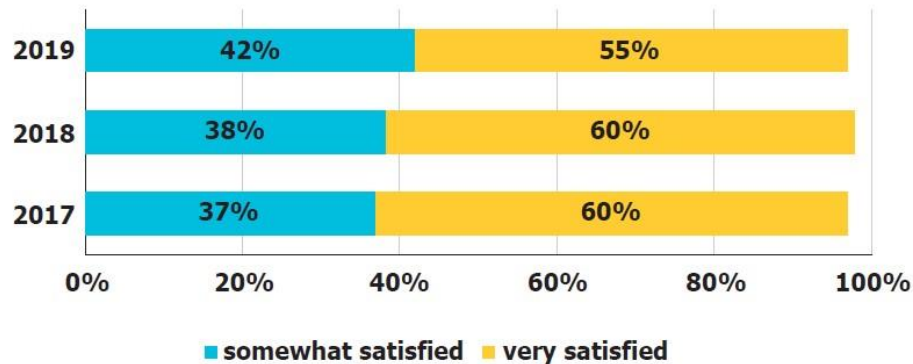
Strategic Objectives, Priorities and Performance Measurement

Parks and Urban Forestry

Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Condition of Major Parks (e.g. St. Vital or Kildonan)



97% of citizens who have used the City's major parks were either somewhat satisfied or very satisfied in 2019.

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|-----------------|------|------|------|------|------|
| Total Satisfied | 93% | 96% | 97% | 98% | 97% |

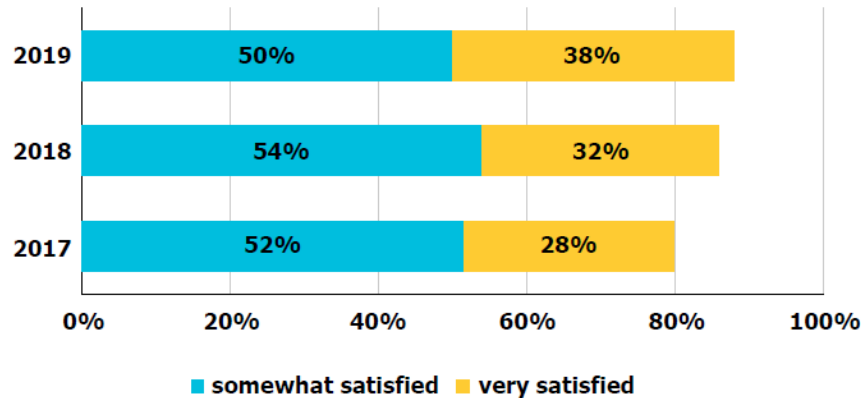
Source: City of Winnipeg Annual Citizen Survey

Strategic Objectives, Priorities and Performance Measurement

Insect Control Performance Measurements

Effectiveness Measurements

Citizen Satisfaction with Insect Control



88% of citizens are either somewhat satisfied or very satisfied with Insect Control services in 2019, an increase of 2% from 2018.

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|-----------------|------|------|------|------|------|
| Total Satisfied | 78% | 82% | 80% | 86% | 88% |

Source: City of Winnipeg Annual Citizen Survey

Strategic Objectives, Priorities and Performance Measurement

Operating Budget by Service

(in millions of \$)

| Service Numbers based on Public Works Expenditures only | 2019 Approved Budget | 2020 Preliminary Budget | 2021 Budget Projection | 2022 Budget Projection | 2023 Budget Projection |
|---|----------------------|-------------------------|------------------------|------------------------|------------------------|
| Parks & Urban Forestry | 36.408 | 38.200 | 38.135 | 37.972 | 37.739 |
| Insect Control | 10.446 | 10.431 | 10.458 | 10.548 | 10.659 |
| Public Works Department Services - Other | 197.948 | 210.523 | 221.363 | 234.895 | 249.109 |
| Total Expenditure Budget* | 244.802 | 259.154 | 269.956 | 283.415 | 297.507 |

*Total expenditure budget includes transfer to capital and debt and finance charges.

Key projects

- **Completion of the Recreation and Parks Strategy**
- **Protection of the Urban Forest**
 - **Urban Forest Strategy**
 - **Disease Control**
 - **Tree Pruning & Replacements**
- **Support for the Winnipeg One Million Tree Challenge**

2020 Preliminary Operating and Capital Budgets

1. Parks & Open Space Service Budget – Annual year over year budget growth rates (%) based on 2019 expenditures

| | 4-year Average |
|---|----------------|
| EPC Target to balance the budget | 1.50% |
| Operating options presented to Committee in Fall 2019 | 1.18% |
| Preliminary Budget | 0.50% |

2. Cash to Capital Funding Levels – Parks and Urban Forestry Capital Program

| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-------------------------------------|-------|-------|-------|-------|-------|-------|
| Presented to Committee in Fall 2019 | 6.794 | 0.682 | 0 | 1.317 | 0.888 | 3.236 |
| Preliminary Budget | 3.114 | 2.27 | 1.611 | 0.882 | 0.888 | 3.236 |

Parks and Urban Forestry Service Based Budget

Contributing Departments

Public Works 96%

Planning, Property & Development 4%

| 2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$ | 2018 Actual | 2019 Budget | 2020 Preliminary Budget | Year over Year Increase / (Decrease) | % | Exp. No. | 2021 Projection | 2022 Projection | 2023 Projection | 4 year Average % Change |
|---|---------------|---------------|-------------------------|--------------------------------------|----------------|----------|-----------------|-----------------|-----------------|-------------------------|
| PROVINCIAL FUNDING | 1.002 | 1.005 | 1.005 | - | | | 1.005 | 1.005 | 1.005 | |
| SERVICE AND OTHER | 0.740 | 1.194 | 0.687 | (0.507) | | | 0.699 | 0.711 | 0.724 | |
| TOTAL REVENUE | 1.742 | 2.199 | 1.692 | (0.507) | -23.06% | 1 | 1.704 | 1.716 | 1.729 | -5.22% |
| SALARIES & BENEFITS | 21.660 | 20.957 | 21.633 | 0.676 | | | 21.952 | 22.333 | 22.755 | |
| SERVICES | 11.044 | 11.207 | 10.528 | (0.679) | | | 10.278 | 10.327 | 10.369 | |
| MATS PARTS & SUPPLIES | 3.211 | 3.090 | 2.950 | (0.140) | | | 2.983 | 3.008 | 3.013 | |
| ASSETS & PURCHASES | 0.200 | 0.034 | 0.034 | - | | | 0.034 | 0.034 | 0.034 | |
| GRANTS, TRANSFERS & OTHER | 3.810 | 3.708 | 3.501 | (0.207) | | | 3.503 | 3.536 | 3.556 | |
| RECOVERIES | (3.425) | (2.267) | (2.277) | (0.010) | | | (2.317) | (2.281) | (2.288) | |
| TOTAL OPERATIONAL EXPENDITURES | 36.500 | 36.729 | 36.369 | (0.360) | -0.98% | | 36.433 | 36.957 | 37.439 | 0.48% |
| DEBT & FINANCE CHARGES | 0.089 | 0.071 | 0.462 | 0.391 | | | 0.573 | 0.579 | 0.579 | |
| TRANSFER TO CAPITAL | 2.915 | 0.741 | 3.114 | 2.373 | | | 2.270 | 1.611 | 0.882 | |
| TOTAL EXPENDITURES | 39.504 | 37.541 | 39.945 | 2.404 | 6.40% | 2 | 39.276 | 39.147 | 38.900 | 0.94% |
| Mill Rate Contribution / (Support) * | 37.762 | 35.342 | 38.253 | 2.911 | | | 37.572 | 37.431 | 37.171 | |
| Total Operational Expenditures (before capital related expenditures) Year over Year % Change | | | | | -0.98% | | 0.18% | 1.44% | 1.30% | 0.48% |
| Total Expenditures Year over Year % change | | | | | 6.40% | | -1.67% | -0.33% | -0.63% | 0.94% |

Year over Year Variance Explanations - Parks and Urban Forestry Service Based Budget

(in millions)

| Year over year (increase) / decrease | 2020 Preliminary Budget | 2021 Budget Projection | 2022 Budget Projection | 2023 Budget Projection |
|--|-------------------------------|------------------------------|------------------------------|------------------------------|
| 1) <i>Revenue change due to the following:</i> | | | | |
| - Transfer from Multi-family Dwelling Tax Investment Reserve | \$ (0.510) | \$ - | \$ - | \$ - |
| - Miscellaneous adjustments. | 0.003 | 0.012 | 0.012 | 0.013 |
| Net Revenue Change | \$ (0.507) | \$ 0.012 | \$ 0.012 | \$ 0.013 |
| 2) <i>Expenditure change due to the following:</i> | | | | |
| - Increase in Transfer to Capital | \$ 2.373 | \$ (0.844) | \$ (0.659) | \$ (0.729) |
| - Increase in salaries and benefits | \$ 0.676 | \$ 0.319 | \$ 0.381 | \$ 0.422 |
| - Increase in debt and finance | \$ 0.391 | \$ 0.111 | \$ 0.006 | \$ - |
| - Decrease in fleet and fuel expenditures | \$ (0.819) | \$ (0.222) | \$ 0.081 | \$ 0.043 |
| - Decrease in community partnership contributions | \$ (0.242) | | | |
| - Miscellaneous adjustments. | \$ 0.025 | \$ (0.033) | \$ 0.062 | \$ 0.017 |
| Net Expenditure Change | \$ 2.404 | \$ (0.669) | \$ (0.129) | \$ (0.247) |

Insect Control Service Based Budget

Contributing Departments

Public Works 100%

| 2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$ | 2018 Actual | 2019 Budget | 2020 Preliminary Budget | Year over Year Increase / (Decrease) | % | Exp. No. | 2021 Projection | 2022 Projection | 2023 Projection | 4 year Average % Change |
|---|--------------|---------------|-------------------------|--------------------------------------|---------------|----------|-----------------|-----------------|-----------------|-------------------------|
| PROVINCIAL FUNDING | 2.376 | 2.300 | 2.200 | (0.100) | | | 2.200 | 2.200 | 2.200 | |
| SERVICE AND OTHER | 1.977 | 2.007 | 2.107 | 0.100 | | | 0.107 | 0.107 | 0.107 | |
| TOTAL REVENUE | 4.353 | 4.307 | 4.307 | 0.000 | 0.00% | 1 | 2.307 | 2.307 | 2.307 | -11.60% |
| SALARIES & BENEFITS | 4.182 | 4.400 | 4.483 | 0.083 | | | 4.544 | 4.642 | 4.730 | |
| SERVICES | 1.746 | 3.251 | 3.179 | (0.072) | | | 3.139 | 3.127 | 3.150 | |
| MATS PARTS & SUPPLIES | 2.331 | 2.690 | 2.663 | (0.027) | | | 2.669 | 2.673 | 2.673 | |
| ASSETS & PURCHASES | 0.107 | 0.131 | 0.131 | - | | | 0.131 | 0.131 | 0.131 | |
| GRANTS, TRANSFERS & OTHER | 2.099 | 0.119 | 0.119 | - | | | 0.119 | 0.119 | 0.119 | |
| RECOVERIES | (0.843) | (0.144) | (0.144) | - | | | (0.144) | (0.144) | (0.144) | |
| TOTAL OPERATIONAL EXPENDITURES | 9.622 | 10.447 | 10.431 | (0.016) | -0.15% | | 10.458 | 10.548 | 10.659 | 0.50% |
| DEBT & FINANCE CHARGES | - | - | - | - | | | - | - | - | |
| TRANSFER TO CAPITAL | - | - | - | - | | | - | - | - | |
| TOTAL EXPENDITURES | 9.622 | 10.447 | 10.431 | (0.016) | -0.15% | 2 | 10.458 | 10.548 | 10.659 | 0.50% |
| Mill Rate Contribution / (Support) * | 5.269 | 6.140 | 6.124 | (0.016) | | | 8.151 | 8.241 | 8.352 | |
| Total Operational Expenditures (before capital related expenditures) Year over Year % Change | | | | | -0.15% | | 0.26% | 0.86% | 1.05% | 0.50% |
| Total Expenditures Year over Year % change | | | | | -0.15% | | 0.26% | 0.86% | 1.05% | 0.50% |

Year over Year Variance Explanations – Insect Control Service Based Budget

(in millions)

| Year over year (increase) / decrease | 2020 Preliminary Budget | 2021 Budget Projection | 2022 Budget Projection | 2023 Budget Projection |
|--|-------------------------|------------------------|------------------------|------------------------|
| 1) <i>Revenue change due to the following:</i> | | | | |
| - Transfer from Insect Control Reserve | \$ - | \$ (2.000) | \$ - | \$ - |
| - Miscellaneous adjustments. | \$ - | \$ - | \$ - | \$ - |
| Net Revenue Change | \$ - | \$ (2.000) | \$ - | \$ - |
| 2) <i>Expenditure change due to the following:</i> | | | | |
| - Increase in Salaries and Benefits | \$ 0.083 | \$ 0.061 | \$ 0.098 | \$ 0.088 |
| - Decrease in Fleet equipment and expenditures | \$ (0.099) | \$ (0.034) | \$ (0.008) | \$ 0.023 |
| - Miscellaneous adjustments. | \$ - | \$ - | \$ - | \$ - |
| Net Expenditure Change | \$ (0.016) | \$ 0.027 | \$ 0.090 | \$ 0.111 |

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management for Parks and Open Space

2020 - 2023 Preliminary Operating Budget - Parks & Urban Forestry and Insect Control

| | 2019 Adopted Budget | 2020 Preliminary Budget | Increase / (Decrease) | 2021 Budget Projection | 2022 Budget Projection | 2023 Budget Projection |
|---|---------------------------|-------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Full Time Equivalents <i>(number of FTEs)</i> | 375.00 | 378.00 | 3.00 | 378.00 | 377.00 | 377.00 |
| Salaries & Benefits <i>(in millions of \$)</i> | \$ 25.357 | \$ 26.116 | \$ 0.759 | \$ 26.496 | \$ 26.975 | \$ 27.485 |
| Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i> | \$ (1.512) | \$ (1.512) | \$ - | \$ (1.517) | \$ (1.538) | \$ (1.560) |

Other Important Operating Budget Information



Parks Strategic Plan



**Naturalization of
Stormwater Retention Basins**



**Auto-Vehicle Location (AVL)
Mowing Innovation Project**

Capital Budget

Parks & Urban Forestry - General Capital Fund

Capital Investment Plan - Authorization

(\$000's)

Authorization

| | 2019 Adopted | 2020 Preliminary Budget | Forecast | | | | | 6-Year Total |
|--|-----------------|-------------------------------|---------------|--------------|--------------|--------------|--------------|-----------------|
| | | | 2021 | 2022 | 2023 | 2024 | 2025 | |
| 1 Reforestation - Improvements | 383 | 383 | 383 | 383 | 383 | 383 | 383 | 2,298 |
| 2 Athletic Fields - Improvements | 350 | - | - | - | - | - | - | - |
| 3 Community and Neighbourhood Parks - Existing | 170 | - | - | - | - | - | - | - |
| 4 Regional Parks | - | - | 1,175 | - | 1,464 | - | - | 2,639 |
| 5 Parks Buildings | 350 | - | 3,020 | - | - | - | - | 3,020 |
| 6 Parks and Recreation Enhancement Program | 3,300 | 2,553 | 2,100 | 1,890 | 1,731 | 300 | 300 | 8,874 |
| 7 Rainbow Stage | - | - | 1,500 | 1,500 | - | - | - | 3,000 |
| 8 Urban Forest Enhancement Program | 4,100 | 6,159 | 5,800 | 5,800 | 5,800 | 1,362 | 3,630 | 28,551 |
| TOTAL CAPITAL PROJECTS | 8,653 | 9,095 | 13,978 | 9,573 | 9,378 | 2,045 | 4,313 | 48,382 |

List of Capital Projects:

- 1 Reforestation - Improvements
- 2 Athletic Fields - Improvements
- 3 Community and Neighbourhood Parks - Existing
- 4 Regional Parks
- 5 Parks Buildings
- 6 Parks and Recreation Enhancement Program
- 7 Rainbow Stage
- 8 Urban Forest Enhancement Program

Capital Budget Options

| Options Presented to SPC / Board vs. Preliminary Budget | Total 6-year Proposal | Total 6-year Preliminary Budget | Explanation |
|---|-----------------------|---------------------------------|--|
| a. Increased funding for reforestation. | 0.764 | 0.764 | Budget increase included in 6-year program. |
| b. Cancellation of Athletic Field Improvement projects. | (1.400) | (1.400) | Budget reduction included in the 6-year program. |
| c. Regional Parks - modification of the scope to the Kilcona Park rehabilitation project. | (1.864) | (1.864) | Budget reduction included in the 6-year program. |
| d. Cancellation of Park Building upgrades (Assiniboine Park Yard, Centennial Park and Living Prairie Museum). | (2.205) | (1.835) | Partial reduction included in the preliminary budget, however a further investment of \$0.370M for Churchill Park public washrooms and garage replacement has been included. |
| e. Cancellation of the Boat Dock and Launch study. | (0.100) | (0.100) | Budget reduction included in the 6-year program. |
| f. Parks and Recreation Enhancement program investments will include priority and urgent projects only. | (13.023) | (10.926) | Partial reduction included in the 6-year program, however a further investment of \$2 million over 6 years to fund parks and recreation enhancements. |
| g. Reduced funding for Urban Forest Enhancements in 2024 and 2025. | (2.608) | 5.392 | No reduction included to Urban Forest Enhancements. Further investment of \$8 million in the preliminary budget to protect the city's canopy. |
| Total Adjustments | (20.436) | (9.969) | |

Capital Forecast to Preliminary Budget Reconciliation

| CAPITAL PROJECTS SUMMARY | ADOPTED | ADOPTED IN PRINCIPLE | | |
|---|----------------|-----------------------------|----------------|---------------------------|
| <i>(in Thousands of \$)</i> | BUDGET | FORECAST | CHANGES | PRELIMINARY BUDGET |
| | 2019 | 2020 | 2020 | 2020 |
| <u>DEPARTMENT NAME</u> | | | | |
| Reforestation - Improvements | 383 | 383 | | 383 |
| Athletic Fields - Improvements | 350 | 192 | (192) | |
| Community and Neighbourhood Parks - Existing | 170 | | | |
| Regional Parks | | | | |
| Parks Buildings | 350 | 1,000 | (1,000) | |
| Boat Docks and Launches | | 100 | (100) | |
| Parks and Recreation Enhancement Program | 3,300 | 3,300 | (747) | 2,553 |
| Rainbow Stage | | | | |
| Urban Forest Enhancement Program | 4,100 | 4,159 | 2,000 | 6,159 |
| | | | | |
| PUBLIC WORKS DEPARTMENT - Parks & Open Space | 8,653 | 9,134 | (39) | 9,095 |

Capital Forecast to Preliminary Budget Reconciliation

| CAPITAL PROJECTS SUMMARY | ADOPTED IN PRINCIPLE | | | ADOPTED IN PRINCIPLE | | |
|---|-----------------------------|----------------|-----------------|-----------------------------|----------------|-----------------|
| <i>(in Thousands of \$)</i> | FORECAST | CHANGES | FORECAST | FORECAST | CHANGES | FORECAST |
| | 2021 | 2021 | 2021 | 2022 | 2022 | 2022 |
| DEPARTMENT NAME | | | | | | |
| Reforestation - Improvements | 383 | | 383 | 192 | 191 | 383 |
| Athletic Fields - Improvements | 350 | (350) | | 175 | (175) | |
| Community and Neighbourhood Parks - Existing | | | | | | |
| Regional Parks | 1,175 | | 1,175 | | | |
| Parks Buildings | 3,020 | | 3,020 | 123 | (123) | |
| Boat Docks and Launches | | | | 690 | (690) | |
| Parks and Recreation Enhancement Program | 3,300 | (1,200) | 2,100 | 3,300 | (1,410) | 1,890 |
| Rainbow Stage | | 1,500 | 1,500 | | 1,500 | 1,500 |
| Urban Forest Enhancement Program | 3,800 | 2,000 | 5,800 | 3,800 | 2,000 | 5,800 |
| | | | | | | |
| PUBLIC WORKS DEPARTMENT - Parks & Open Space | 12,028 | 1,950 | 13,978 | 8,280 | 1,293 | 9,573 |

Capital Forecast to Preliminary Budget Reconciliation

| CAPITAL PROJECTS SUMMARY | ADOPTED IN PRINCIPLE | | | ADOPTED IN PRINCIPLE | | | | 6 YEAR TOTAL |
|---|-----------------------------|----------------|-----------------|-----------------------------|----------------|-----------------|-----------------|---------------------|
| <i>(in Thousands of \$)</i> | FORECAST | CHANGES | FORECAST | FORECAST | CHANGES | FORECAST | FORECAST | |
| | 2023 | 2023 | 2023 | 2024 | 2024 | 2024 | 2025 | 2020-2025 |
| <u>DEPARTMENT NAME</u> | | | | | | | | |
| Reforestation - Improvements | 192 | 191 | 383 | 192 | 191 | 383 | 383 | 2,298 |
| Athletic Fields - Improvements | 175 | (175) | | 175 | (175) | | | |
| Community and Neighbourhood Parks - Existing | | | | | | | | |
| Regional Parks | 2,825 | (1,361) | 1,464 | | | | | 2,639 |
| Parks Buildings | 525 | (525) | | | | | | 3,020 |
| Boat Docks and Launches | | | | | | | | |
| Parks and Recreation Enhancement Program | 3,300 | (1,569) | 1,731 | 3,300 | (3,000) | 300 | 300 | 8,874 |
| Rainbow Stage | | | | | | | | 3,000 |
| Urban Forest Enhancement Program | 3,800 | 2,000 | 5,800 | 3,800 | (2,438) | 1,362 | 3,630 | 28,551 |
| PUBLIC WORKS DEPARTMENT - Parks & Open Space | 10,817 | (1,439) | 9,378 | 7,467 | (5,422) | 2,045 | 4,313 | 48,382 |

Other Important Capital Budget Information



Operating Budget Referrals

| Operating Budget Referrals | | | 2020 | 2021 | 2022 | 2023 |
|----------------------------|--|-----------------------------|------|------|------|------|
| One Million Tree Challenge | That a grant of \$140,000 to fund Trees Winnipeg to lead and coordinate the One Million Tree Challenge be referred to the 2020 Budget Process for consideration. | Council (February 27, 2020) | x | x | x | x |

| | |
|------------------------|---|
| Included in the budget | ✓ |
| Not budgeted | x |

Questions?