



# **SHAUN LONEY**

**FOR MAYOR**

**THIS IS OUR  
NOW MOMENT**

## **My Full Platform Costing**

**“Most of our problems are not money problems. They are system problems. Changing broken systems is both my passion and expertise.”**

Shaun Loney

### **Introduction**

This document fulfills my pledge to Winnipeg voters to present a full costing of my platform for Mayor. The tables provide estimates of the financial impacts on the City of Winnipeg’s future annual Capital and Operating Budgets and, where applicable, on taxes and fees.

### **How to Use this Document**

For quick reference, my platform pledges are grouped under several categories:

- **Use New Approaches to Improve Public Safety and Well-Being** (pages 4 and 5)
- **Address Homelessness and Expand Affordable Housing** (page 6)
- **Strengthen Reconciliation with Indigenous Winnipeggers** (page 7)
- **Adopt ‘Fix-it First’ Approach to Our Infrastructure Deficit** (pages 8 to 11)
- **Improve Transit and Our Active Transportation Network** (pages 12 and 13)
- **Protect our Environment, Urban Forest and Waterways** (pages 14 and 15)
- **Help Families and Businesses Reduce Energy Bills and Their Carbon Footprints** (pages 16 to 21)
- **Grow the Local Economy and Create Jobs** (pages 21 to 24)
- **Boost Winnipeg’s Art and Culture Community** (page 25)
- **Additional Measures** (page 26)

Many of my pledges can potentially fit into more than one of these categories. In these cases, cross-references have been added to the tables. For example, my proposal to create a Winnipeg Tree Trust will not only protect our urban forest, it will also be structured to create green jobs for Winnipeggers struggling to access the labour market.

The column '**Additional Details**' within each table provides extra information and context for each of my pledges.

The final column, '**Impact on Budgets, Taxes and Fees**' presents the projected impact that my pledges will have on the City of Winnipeg's capital and operating budget and related impacts on property and other taxes as well as fees for civic services.

A '**Notes**' section has been added below some tables that lists assumptions and other information used to estimate the information presented under '**Impact on Budgets, Taxes and Fees**'.

## Limitations

The financial impacts of my pledges are based on an in-depth review of a wide range of reports, policies, budget information and other documents produced by the civic administration or commissioned by the City of Winnipeg.

In addition, my platform has not only been informed by own experience (see my career map at this [link](#)) and input from my discussions with Winnipeggers, but also an extensive review of best practices and innovative approaches adopted by other jurisdictions, especially those Canadian cities that Winnipeg most directly competes with.

Some financial impacts cited in this document are preliminary and subject to refinement as part of the public consultation process for the City of Winnipeg's annual budget process, negotiations with the provincial and federal governments and other factors (e.g., lingering impacts of the COVID pandemic, changes in inflation rates, shifts in energy prices, settlement of outstanding labour agreements with civic workers, etc.).

**Please note that my estimates of financial impacts are from a civic perspective. They do not include the savings that individuals, families and businesses will see.**

For example, my proposed heat pump initiative will significantly reduce the upfront cost for Winnipeggers to switch from heating with natural gas to using clean, renewable 'made-in-Manitoba' electricity in a geothermal heat pump. According to Manitoba Hydro, a household with an average size home and an older standard efficiency furnace can save about \$600 year by switching to a modern electric geothermal heat pump. Those savings will grow with planned increases in the federal carbon tax.

## **For More Information**

This document is not intended to provide an explanation for each of my platform pledges. For more information about individual pledges I've made, please visit the '**Platform**' section of my **Shaun Loney for Mayor** website at this [link](#).

<b>As Mayor, Shaun will...</b>		
<b>...use new approaches to improve public safety and well-being.</b>		
<b>My Policy Pledge</b>	<b>Additional Details</b>	<b>Impact on Budgets, Taxes and Fees</b>
<p><b>Free-up police to focus more on crime by reducing emergency dispatches.</b></p>	<ul style="list-style-type: none"> <li>• Winnipeg Police and Fire Paramedic Services to pay non-profits service providers for the value of workload reductions they achieve for emergency services (both urgent and non-urgent).</li> <li>• Reduce non-urgent dispatched events by WPS<sup>2</sup> least 10% (approximately 12,500<sup>3</sup>).</li> <li>• Use CoW Social Procurement Framework to compare workload reduction costs offered by non-profits to 'business-as-usual'. Choose the one that makes best financial sense.</li> <li>• Seek similar procurement arrangements with provincial and federal government for reductions in justice and health care costs<sup>4</sup> that non-profits will also achieve.</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue neutral <ul style="list-style-type: none"> <li>- Non-profits to be paid from existing civic emergency service budgets for workload reductions they achieve.</li> </ul> </li> <li>• Reduces upward pressure on the two fastest growing components of the CoW Operating budget from 2004 to 2022<sup>3</sup>: <ul style="list-style-type: none"> <li>- Police Services (up 127%.); and</li> <li>- Fire Paramedic Services (up 114%).</li> <li>- 87% of net increase of 916 FTE<sup>1</sup> employees added by CoW since 1999 have been for Police (up 465) and Fire Paramedic (up 332) Services.</li> </ul> </li> </ul>
<p><b>Reduce emergency dispatches to increase availability and response times for fire and paramedic services.</b></p>		

**Notes:**

1. Abbreviations: 'WPS' – Winnipeg Police Service; 'FTE' – Full-Time Equivalent; 'CoW' – City of Winnipeg.
2. Based on average of WPS non-urgent dispatched events for 2019, 2020 and 2021 (123,527 + 133,690 + 122,394 = 379,611 / 3 = 126,537).
3. Source: City of Winnipeg Community Trends and Performance Report Volume 1 for 2023 Budget.
4. Potential for savings in justice and health care costs, which are a federal-provincial responsibility, are even larger than those for civic emergency services.

## As Mayor, Shaun will...

### ...use new approaches to improve public safety and well-being (cont'd).

<p><b>Add Transit Peace Officers on buses to de-escalate conflicts, improve security and reduce fare evasion.</b></p>	<ul style="list-style-type: none"> <li>Assumes 30 FTEs (Manager, Senior Officers, Support Staff plus 25 Transit Peace Officers)</li> </ul>	<ul style="list-style-type: none"> <li>Financial impacts:             <ul style="list-style-type: none"> <li>2023: \$600K<sup>1</sup>.</li> <li>2024 to 2026: \$9-million (total)<sup>2</sup></li> </ul> </li> <li>Expenditures to be offset in whole or in part by increased ridership due to improved safety and reduced fare evasion.</li> </ul>
<p><b>Launch a Transit Safety app to empower riders and boost safety.</b></p>	<ul style="list-style-type: none"> <li>More than three dozen transit systems across Canada have launched dedicated transit safety apps to enable riders a quick and discreet method for directly reporting harassment, safety concerns or suspicious activity to transit control</li> <li>Also facilitates more effective deployment of Transit Peace Officers (see above).</li> </ul>	<ul style="list-style-type: none"> <li>Financial Impacts:             <ul style="list-style-type: none"> <li>2023: \$105K (\$30K for start-up and \$75K for annual licence).</li> <li>2024 to 2026: \$75K per annum</li> </ul> </li> <li>Expenditures to be offset in whole or in part by increased ridership due to improved safety and reduced fare evasion.</li> </ul>
<p><b>Adopt a package of new measures to reduce bike theft.</b></p>	<ul style="list-style-type: none"> <li>Measures include:             <ol style="list-style-type: none"> <li>New, more effective bike registration system.</li> <li>Expansion of secure bike storage at civic facilities.</li> <li>Expanded use of 'bait bikes'.</li> <li>New parking and secure storage requirements for bikes for private developments.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Financial impacts:             <ol style="list-style-type: none"> <li>2023: \$12K<sup>3</sup>.</li> <li>2024 to 2026: \$700K (total)<sup>4</sup>.</li> <li>No cost (policy and administrative reform).</li> <li>Cost borne by developers.</li> </ol> </li> </ul>

**Notes:**

- \$150K for recruitment, equipment, training, accommodations plus \$450K for part-year salaries and benefits (30 FTE x \$90K average x 2 months = \$450K).
- \$2.7-million for full-year salaries and benefits (30 FTE x \$90K average = \$2.7-million) plus \$300K for annual operational expenses.
- Cost depends on which new bike registration system is selected – either '529 Garage' (used by cities such as Vancouver) or 'Bike Index' (used by other cities such as Edmonton and Calgary).
- Assumes 200 bike lockers at \$3.5K each (average of \$2.5K for each locker plus \$1.0K for installation) are installed over the next four years (200 x \$3.5K = \$700K).

## As Mayor, Shaun will...

...address homelessness and expand affordable housing.

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Modernize relationship between emergency service providers and non-profits organizations.</b></p>	<ul style="list-style-type: none"> <li>• Non-profits will seek risk-free loans from community and philanthropic foundations.</li> <li>• Customized interventions for persons experiencing homelessness and in regular contact with civic emergency service providers will be expanded.</li> <li>• Non-profits will be paid the value of workload reduction they deliver for emergency services (i.e., police, fire and paramedics) and other public services (e.g., Justice, Health, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue neutral               <ul style="list-style-type: none"> <li>- Non-profits to be paid from existing civic emergency service budgets for workload reductions they achieve.</li> </ul> </li> </ul>
<p><b>Create \$100-million Community Housing Land Trust to increase supply of Affordable Housing.</b></p>	<ul style="list-style-type: none"> <li>• Attract investment by offering financial and social impact for real estate dollars from both community and philanthropic foundations plus individual Winnipeggers.</li> </ul>	<ul style="list-style-type: none"> <li>• Revenue neutral               <ul style="list-style-type: none"> <li>- CoW to donate tax-forfeited properties and surplus properties to the Land Trust.</li> <li>- \$100-million in capital to come from combination of foundation investments, community bonds and creative partnerships with all three levels of government.</li> </ul> </li> </ul>

### Related Measures:

- 'reducing non-emergency dispatches' (police, paramedics and fire services) under 'Use New Approaches to Public Safety and Well-Being'; and
- 'add 1,000 social enterprise jobs' under 'Grow the Local Economy'

## As Mayor, Shaun will...

### ...strengthen reconciliation with Indigenous Winnipeggers.

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Adopt a new Reconciliation Action Plan.</b></p>	<ul style="list-style-type: none"> <li>● Comprehensive package of 15 measures that address:               <ul style="list-style-type: none"> <li>- employment and training;</li> <li>- violence prevention;</li> <li>- economic participation;</li> <li>- homelessness;</li> <li>- affordable housing; and</li> <li>- modernizing responses to people who are in perpetual crises.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Financial impacts:               <ol style="list-style-type: none"> <li>1. 2023: \$1-million</li> <li>2. 2024 to 2026: \$3-million (total)</li> </ol> </li> </ul>

#### Related Measures:

- 'reducing emergency dispatches' (police, paramedics and fire services) under 'Use New Approaches to Public Safety and Well-Being';
- 'modernize relationship between emergency services and non-profits' plus 'Community Housing Land Trust' under 'Address Homelessness & Expand Affordable Housing';
- 'add 1,000 social enterprise jobs' under 'Grow the Local Economy'; and
- 'Indigenous Art Hotel' under 'Boost Winnipeg's Art and Culture Community'.

## As Mayor, Shaun will...

...adopt 'Fix-it First' approach to our infrastructure deficit.

Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Prioritize fixing existing transportation infrastructure over expensive new additions.</b></p>	<ul style="list-style-type: none"> <li>• CoW has long history of building more infrastructure that it can afford to maintain.</li> <li>• Majority (58%) of estimated \$6.9-billion infrastructure from 2018 to 2027 is related to backlog of fixing existing infrastructure.<sup>1</sup></li> <li>• For more than two decades, Winnipeggers have ranked fixing existing roads higher than building new ones.<sup>2,3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• No cost (policy and administrative reform).</li> </ul>
<p><b>Review development charges and fees to ensure that 'growth pays for growth'.</b></p>	<ul style="list-style-type: none"> <li>• Multiple studies have shown that CoW's charges and fees for new residential developments are among the lowest of major urban centers in Canada.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: \$75K for review</li> <li>- 2024 to 2026: Will ensure that infrastructure needed for new developments is fully offset by development charges and fees.<sup>4</sup></li> </ul> </li> </ul>
<p><b>Revise priority ranking system for major infrastructure projects.</b></p>	<ul style="list-style-type: none"> <li>• Environment to be given higher weighting to reflect recent Community Energy Investment Roadmap (CEIR) report.<sup>5</sup></li> </ul>	<ul style="list-style-type: none"> <li>• No cost (policy and administrative reform).</li> </ul>

### Notes:

1. Source: 2018 State of the Infrastructure Report. City of Winnipeg.
2. Source: TransPlan 2010. TransPlan 2010 Steering Committee. January 1998.
3. Source: City of Winnipeg Community Trends and Performance Report Volume 1 for 2023 Budget.
4. Example: Proposed extension of Chief Peguis Trail and widening of Route 90 to accommodate growth is projected to require the equivalent of a 14% property increase from existing taxpayers for 30-years.
5. Current weighting for 'Environment' is only 7%.



## As Mayor, Shaun will...

### ...adopt 'Fix-it First' approach to our infrastructure deficit (cont'd).

<p><b>Work with provincial and federal governments to fix the broken funding model for transportation infrastructure.</b></p>	<ul style="list-style-type: none"> <li>• Widespread agreement that current funding arrangements will not enable City of Winnipeg to address its multi-billion dollar transportation infrastructure deficit.</li> <li>• Urgent need to address decline in revenue from federal/provincial gas/diesel fuel taxes due to more stringent fuel economy standards and switch to electric vehicles.</li> <li>• Both senior levels have signaled their willingness to explore new and better ways to finance municipal infrastructure.</li> <li>• Aligned with Recommendation 2.4 from the Winnipeg Chamber of Commerce's 'The Performance Playbook: 2022 Civic Election Handbook'.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial impacts:             <ul style="list-style-type: none"> <li>- 2023: \$100K to develop pilot project to explore and demonstrate use of distance-based user fees to replace five existing taxes on gasoline and diesel fuel (i.e. provincial gasoline and diesel tax plus federal excise tax, carbon tax and GST on gasoline and diesel and 'tax on tax' of GST applied to provincial tax).</li> <li>- 2024 to 2026: \$300K (total) to implement and evaluate pilot project for distance-based fees.</li> </ul> </li> </ul>
<p><b>Subject proposed major capital projects to scrutiny by independent experts.</b></p>	<ul style="list-style-type: none"> <li>• CoW often ignores its own adopted policy to conduct detailed cost-benefit analysis.<sup>2</sup></li> <li>• Peer review to ensure that cost estimates, fiscal and economic framework plus other assumptions for major projects:             <ul style="list-style-type: none"> <li>- are fair and reasonable;</li> <li>- align with industry standards and best practices used for similar analysis across Canada.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Financial impacts:             <ul style="list-style-type: none"> <li>- 2023: \$150K for external reviews.</li> <li>- 2024 to 2026: \$450K (total).</li> </ul> </li> </ul>

**Notes:**

1. Assumes total cost to implement and evaluate pilot project is \$900K split equally between CoW, Government of Canada and Manitoba Government.
2. Strategic Infrastructure Reinvestment Policy Report and Recommendations. SIRP Task Force. May 15, 1998.

## As Mayor, Shaun will...

### ...adopt 'Fix-it First' approach to our infrastructure deficit (cont'd).

Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Introduce tax on commercial parking spaces to fund road repairs, transit improvements and active transportation infrastructure.</b></p>	<ul style="list-style-type: none"> <li>• Transportation experts agree that unpriced and underpriced parking has numerous negative consequences.<sup>1</sup></li> <li>• Many jurisdictions around the world (including Vancouver and Montreal) have introduced special parking taxes or per-space levies to fund local transportation projects.</li> <li>• Aligned with Recommendation 2.6 from the Winnipeg Chamber of Commerce's 'The Performance Playbook: 2022 Civic Election Handbook'.</li> <li>• Partially aligned with parking space levy recommended by Canadian Centre for Policy Alternatives 'Winnipeg at a Crossroads: 2022 Alternative Municipal Budget'</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- New tax of \$0.25 per day<sup>2</sup> per commercial parking space added to annual .</li> <li>- 2023: \$100K to inventory and classify parking lots.</li> <li>- 2024 to 2026: \$27.4-million projected revenue (total)</li> <li>- Subject to amendment of The City of Winnipeg Charter Act.</li> </ul> </li> </ul>
<p><b>Launch 'Build-it-Better' Infrastructure Innovation Fund.</b></p>	<ul style="list-style-type: none"> <li>• CoW design and construction standards roads and other transportation infrastructure do not always represent industry best practices used elsewhere.</li> <li>• CoW currently provides \$50K per annum to support University of Manitoba Research Chair in Municipal Infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts               <ul style="list-style-type: none"> <li>- 2023: \$250K</li> <li>- 2024 to 2026: \$750K (total)</li> <li>- Funded by new internal levy on transportation-related capital projects.</li> </ul> </li> </ul>

**Notes:**

1. Source: Parking Taxes: Evaluating Options and Impacts. Victoria Policy Institute. August 29, 2013.
2. Rate will be lower for parking lots that include features to reduce stormwater run-off and landscaping to reduce heat island effect.
3. Some limited exemptions will apply (e.g., non-profit organizations, properties being redeveloped, parking spaces for electric vehicle, etc.).
4. Assumes there are approximately 100,000 retail and office parking spots in Winnipeg.  
(100,000 commercial parking spaces x \$0.25 per day x 365 days per year = \$9.125-million per annum x 3 years = \$27.375-million)

## As Mayor, Shaun will...

### ...adopt 'Fix-it First' approach to our infrastructure deficit (cont'd).

Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Provide a more sensible solution for Route 90<sup>1</sup> that is affordable, sustainable and sooner.</b></p>	<ul style="list-style-type: none"> <li>• Cost of current plan has:               <ul style="list-style-type: none"> <li>- spiraled out-of-control (from \$129-million to over \$500-million since 2011);</li> <li>- been rejected twice for federal funding<sup>2</sup>;</li> <li>- slammed as an example of poor urban design by urban planning experts.</li> </ul> </li> <li>• Measures include:               <ol style="list-style-type: none"> <li>1. Immediate doubling of annual resurfacing and repair budget until Route 90 is rebuilt.</li> <li>2. Introduce new traffic management measures to improve the flow of traffic.</li> <li>3. Support redevelopment of Naawi-Oodena (Kaypong) by changing Kenaston (from St. James Bridge south to Taylor) into a greenway instead of a freeway.</li> <li>4. Greening and residential sound mitigation for portion of Route 90 from Ness north to Ellice.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Financial impacts:               <ol style="list-style-type: none"> <li>1. Increase of \$100K per annum from 2023 until reconstruction.</li> <li>2. \$50K per annum for 'incident management' and further improvements to traffic monitoring and control.</li> <li>3. \$500K in 2023 and \$1-million in 2024 for public consultation and preliminary design. \$1-million in both 2025 and 2026 for detailed design and environmental impact assessment.</li> <li>4. \$1.5-million in 2024 for greening and residential sound mitigation.</li> </ol> </li> </ul>

**Notes:**

1. Existing proposal is for Route 90 from Ness Avenue south to Taylor Avenue.
2. Scope to expand to also include Route 90 northbound and southbound from Ness north to Ellice which has been identified as an 'image enhancement route' to and from the Winnipeg International Airport.

## As Mayor, Shaun will...

### ...improve transit and our active transportation network.

Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Launch ‘MetroMobility’, a more innovative big-city approach to transit.</b></p>	<ul style="list-style-type: none"> <li>Amend tri-level agreement to reduce purchase of 135 new diesel buses and fund fleet of electric, dynamically routed shuttle vans.</li> </ul>	<ul style="list-style-type: none"> <li>Revenue neutral:               <ul style="list-style-type: none"> <li>- Reallocation of existing funds from \$458.7-million agreement between federal government, provincial government and CoW announced July 7, 2022.</li> </ul> </li> </ul>
<p><b>Accelerate implementation of Transit Master Plan to 10 years from 25 years.</b></p>	<ul style="list-style-type: none"> <li>CoW per capita investment in rapid transit is lowest of any major Canadian city.</li> <li>Majority of capital costs are               <ul style="list-style-type: none"> <li>- construction of five new Bus Rapid Transit corridors (estimated cost: \$588-million to \$1.093-billion)<sup>1</sup>; and</li> <li>- electrification of remaining bus fleet beyond the initial purchase of 100 electric buses announced July 7, 2022.</li> </ul> </li> <li>City’s portion to come from combination of:               <ul style="list-style-type: none"> <li>- increased charges and fees for new transit-oriented, mixed-use developments;</li> <li>- new tax on commercial parking spaces;</li> <li>- increased ridership;</li> <li>- lower operating and maintenance costs of electric versus diesel buses; and</li> <li>- sale of carbon credits.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: No cost (policy and administrative reform).</li> <li>- 2024 to 2026: Cost to be determined pending completion of Rapid Transit Downtown Corridors Preliminary Design Study.</li> </ul> </li> </ul>

#### Related Measures:

See ‘tax on commercial parking spaces’ and ‘fix broken funding model’ under ‘Adopt ‘Fix-It First’ Approach to Our Infrastructure Deficit’.

#### Notes:

1. Winnipeg Transit Master Plan. City of Winnipeg. March 2011.

## As Mayor, Shaun will...

### ...improve transit and our active transportation network (cont'd).

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Reverse deep cuts in Capital Budget for active transportation infrastructure.</b><sup>1,2.</sup></p>	<ul style="list-style-type: none"> <li>Capital budget for active transportation projects is forecast to drop by 54% in 2023 (from \$9,608 to \$4.465-million) and a further 50% in 2024 (from \$4.465 to \$2.251-million).</li> </ul>	<ul style="list-style-type: none"> <li>Fiscal impacts:               <ul style="list-style-type: none"> <li>Increase capital investment for active transportation projects by \$20.1-million over next four years (from \$11.9 to \$30-million):</li> <li>2023: \$1.5-million increase</li> <li>2024 to 2026: \$18.6-million increase</li> </ul> </li> </ul>
<p><b>Adopt new policy to allow minor road rehabilitation projects to include pedestrian and cycling improvements.</b></p>	<ul style="list-style-type: none"> <li>Under current policy, opportunities for improvements are being missed.</li> <li>Scope of Regional Roads Renewal budget to be expanded to include minor rehabilitation projects (e.g. 'mill and fill').</li> </ul>	<ul style="list-style-type: none"> <li>Revenue neutral               <ul style="list-style-type: none"> <li>Reallocation of existing budget for local road renewal budget.</li> </ul> </li> </ul>
<p><b>Related Measures:</b>            See 'bike theft' under 'Use New Approaches to Improve Public Safety';            'prioritize existing infrastructure' plus 'tax on commercial parking spaces'            under 'Adopt 'Fix-It First' Approach to Our Infrastructure Deficit'.</p>		

**Notes:**

1. Source: Supplement to the 2022 Adopted Budget. City of Winnipeg.
2. Deficit estimated to be in excess of \$63-million in 2022 increasing past \$80-million in 2023. (Source: Bike Winnipeg)

## As Mayor, Shaun will...

...protect our environment, urban forest and waterways.

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Reverse decline of Winnipeg’s urban forest with Tree Trust and other measures.</b></p>	<ul style="list-style-type: none"> <li>• Measures include:               <ol style="list-style-type: none"> <li>1. Establishing new Winnipeg Tree Trust.</li> <li>2. For every public tree lost, planting at least two new trees.</li> <li>3. Move towards a seven-year pruning cycle.</li> <li>4. Strengthen CoW requirements and enforcement to best practices for protecting private trees from construction and other damage.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:<sup>1,2</sup> <ol style="list-style-type: none"> <li>1. To be funded by fee-for-service agreement with CoW; federal/provincial training programs and philanthropic foundations.</li> <li>2. 2023:               <ul style="list-style-type: none"> <li>- Increase budget for tree planting, pruning and removal plus Dutch Elm Disease Control budget by \$1.5-million.</li> <li>- Transfer additional \$500K from CoW’s Combined Sewer Overflow Master Plan Green Infrastructure budget.</li> <li>- Leverage additional funding through the federal 2 Billion Trees (2BT) program and partnerships with groups eligible for the federal Natural Infrastructure Fund.</li> <li>- 2024 to 2026: Budget increase to depend on level of federal funding.</li> </ul> </li> <li>3. See above.</li> <li>4. No cost (policy and administrative reform).</li> </ol> </li> </ul>
<p><b>Accelerate use of natural infrastructure to reduce dumping of raw sewage into our rivers.</b></p>	<ul style="list-style-type: none"> <li>• Green infrastructure added in 43 districts via 10 percent of Council’s \$45 million Combined Sewer Overflow (CSO) Master Plan allocation accelerated to begin in 2023 with 2.5% added annually for four years.</li> </ul>	<ul style="list-style-type: none"> <li>• Reallocation of existing CSO budget.</li> </ul>

**Notes:**

1. 2022 Adopted Budget is \$3.26-million for tree planting; \$6.19-million for tree pruning and removal; and \$4.99-million for Dutch Elm Disease Control.
2. Excludes positive fiscal impacts that well-treed properties increase assessment values and that short-term underinvestment in maintaining the urban forest increases long-term costs for tree removals, property damage, etc.

## As Mayor, Shaun will...

### ...protect our environment, urban forest and waterways (cont'd).

<b>Launch city-wide food waste and other organics collection service before end of 2026.</b>	<ul style="list-style-type: none"><li>• Two-year Residential Food Waste Collection Pilot Project has recently been completed.</li><li>• \$450K budgeted in 2023 for Comprehensive Integrated Waste Management Strategy (CIWMS)</li></ul>	<ul style="list-style-type: none"><li>• Maintain CIWMS<ul style="list-style-type: none"><li>- Next steps to be determined by pending analysis of recently completed pilot project.</li></ul></li></ul>
<b>Replace outdated civic noise policies and strengthen enforcement.</b>	<ul style="list-style-type: none"><li>• CoW's Motor Vehicle Guidelines have not been updated since October 1984 despite persistent complaints from residents and introduction of new tools for monitoring and enforcement</li></ul>	<ul style="list-style-type: none"><li>• \$125K to update policy and purchase equipment for monitoring and enhanced enforcement.</li><li>• Expenditure to be offset by increased revenue by enhanced enforcement.</li></ul>

## As Mayor, Shaun will...

...help Winnipeggers reduce their energy bills and carbon footprints.

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Expand CoW Office of Sustainability.</b></p>	<ul style="list-style-type: none"> <li>• CoW has far fewer staff working on energy and climate issues than other Canadian cities that we compete with.</li> <li>• Additional staff and increased operating budget is required to support development, implementation and evaluation of new initiatives to help Winnipeggers reduce their energy bills and carbon footprints.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: \$1-million reallocation of windfall revenue from civic tax on energy bills.</li> <li>- 2024 to 2026: \$3-million (total)</li> </ul> </li> </ul>
<p><b>Help Winnipeg families and businesses switch from natural gas heating to electric heat pumps to reduce their energy bills and carbon emissions.</b></p>	<ul style="list-style-type: none"> <li>• Mandate of the City's water and waste department to add heating with renewable made-in-Manitoba electricity.</li> <li>• Target is to help at least 40,000 Winnipeg families and businesses to make the switch from heating with natural gas to electric heat pumps by 2030.</li> <li>• Renamed Winnipeg Water, Waste and Heat ('Winnipeg WWH') will install underground loops for geothermal heat pumps and charge a monthly fee to access the loop, just like they do with water pipes.</li> <li>• Businesses will be able to finance heat pump installations through their property tax bills to enjoy immediate savings.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- Capital and operating costs offset by revenue from monthly fees and loan repayments through property tax bills.</li> </ul> </li> </ul>

### Related Measures:

See 'increased revenue from civic tax on energy bills' in this section.



## As Mayor, Shaun will...

### ...help Winnipeggers reduce their energy bills and carbon footprints (cont'd).

#### Launch Community Solar Action Plan to expand our supply of affordable, renewable electricity .

- Measures include:

1. New civic buildings and major renovation projects must incorporate solar power.
2. New developments to be optimized for solar power.
3. Community-scale solar power to be installed at select civic community centres, utility rights-of-way, parking lots and other civic properties.<sup>1</sup>
4. Expedited and simplified permit and inspection process for solar projects.
5. Bulk purchasing by CoW and integration of federal and provincial incentives to reduce upfront costs.
6. Financing through property tax bills to remove remaining upfront costs.
7. Working with other partners to develop solar workforce strategy.

- Fiscal impacts:

1. Increased capital costs offset by reductions in long-term operating costs.
2. \$50K for external technical support to inform development of new by-law and 'solar-ready' guidelines.
3. Capital and operating costs offset by revenue from solar-generated electricity. Financing to be provided by investments by individual Winnipeggers, businesses and foundations.
4. No cost (policy and administrative reform).
5. No cost (policy and administrative reform).
6. Increased borrowing costs by CoW offset by payments by borrowers. Losses from payment defaults secured by property.
7. \$25K for labour market research and training needs assessment.

#### Notes:

1. Subject to revision of The Manitoba Hydro Act and The City of Winnipeg Charter Act to allow sale of electricity by the City of Winnipeg.

## As Mayor, Shaun will...

...help Winnipeggers reduce their energy bills and carbon footprints (cont'd).

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Assist Winnipeggers make the transition to electric vehicles.</b></p>	<ul style="list-style-type: none"> <li>• Measures include:               <ol style="list-style-type: none"> <li>1. Establishing Civic Zero Emission Vehicle Advisory Committee.</li> <li>2. Installing at least 500 public EV Level 2 charging stations throughout the City within four years including on City properties and curbside.</li> <li>3. Expanding the proportion of the City of Winnipeg's vehicle fleet that are EVs.</li> <li>4. Designating preferential parking for EVs at civic facilities for the general public, carshare co-ops and delivery vehicles.</li> <li>5. Streamlining approval and permitting process for the installation of EV chargers.</li> <li>6. Supporting on-street charging options for Winnipeggers without access to off-street parking or the ability to install a charger.</li> <li>7. Introducing a 'EV-ready' by-law for new developments and major renovation projects to make the future installation of EV charging easier and less expensive.</li> <li>8. Offering homeowners, condo boards, landlords and fleet operators installed EV chargers with upfront costs paid back in monthly installments on</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Financial impacts:               <ol style="list-style-type: none"> <li>1. \$50K per annum (total \$200K) from 2023 to 2026 for technical support for Civic Zero Emission Vehicle Advisory Committee.</li> <li>2. Capital and operating costs offset by 'pay-per-use' fees.<sup>1</sup></li> <li>3. Increased capital cost to purchase EVs offset by lower operating and maintenance costs.<sup>2</sup></li> <li>4. \$5K per annum (\$20K) for new signage from 2023 to 2026.</li> <li>5. No cost (policy and administrative reform).</li> <li>6. No cost (policy and administrative reform).</li> <li>7. No cost (policy and administrative reform).</li> <li>8. \$3.3-million total capital cost from 2023 to 2026 to finance installation of 750 Level 2 chargers.<sup>3,4</sup></li> <li>9. \$50K per annum (total \$250K from 2023 to 2027<sup>5</sup>.)</li> </ol> </li> </ul>

	<p>property tax bills. ('Property Assessed Clean Energy' or PACE).</p> <p>9. Making Winnipeg, along with the City of Thompson, Centers of Excellence in Cold Weather EV Testing in cooperation with the Red River College Polytechnic MotiveLab™ Vehicle Technology &amp; Energy Centre, Government of Manitoba and Manitoba Hydro.</p>	
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

**Notes:**

1. Installation cost of Level 2 EV chargers suitable for public use vary from about \$4,000 to \$16,000 (Source: B.C. Hydro). Assuming a total of 500 Level 2 chargers are installed in Winnipeg over the next four years, the total capital requirement will be approximately \$5-million or an average of \$1.25-million per year.  
 $(\$4,000 + \$16,000/2) \times 500 = \$5,000,000$
2. Winnipeg Fleet Management Agency policies will be amended to include clause that EV requirement be waived for situations where it is deemed that an EV is not:
  - cost-effective on life-cycle costs basis; or
  - currently practical due to operational requirements (e.g., emergency response vehicle); or
  - available for that type of vehicle (e.g., many types of specialized construction equipment).
3. Installation cost of Level 2 EV chargers suitable for a single private user vary from about \$400 to \$4,000 (Source: B.C. Hydro). Assuming a total of 500 Level 2 chargers for private users are financed by Winnipeg homeowners over the next four years, and another 250 Level 2 EV chargers for public use are financed by condo boards, landlords and fleet operators, the total capital cost will be approximately \$3.6-million or an average of \$900K per year over four years.  
 $(\$400 + \$4,000/2) \times 500 + (\$4,000 + \$16,000/2) \times 250 = \$3,300,000$
4. Amount to be financed by CoW is likely to be lower by accessing funding from:
  - the Canada Infrastructure Bank's new \$500-million Charging and Hydrogen Refuelling Infrastructure initiative; and
  - Natural Resources Canada's Zero Emission Vehicle Infrastructure Program.
5. Amount (\$250K over five years) is equal to funding provided from 2016 to 2021 for the Municipal Infrastructure Chair at the University of Manitoba.
- 6.

## As Mayor, Shaun will...

...help Winnipeggers reduce their energy bills and carbon footprints (cont'd).

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Use 'Property-Assessed Clean Energy' to help local businesses finance energy retrofits.</b></p>	<ul style="list-style-type: none"> <li>• 'PACE' is a widely used, innovative tool that enables property owners to finance the up-front cost of energy improvements and pay the costs back over time through their property tax assessment.</li> <li>• PACE assessments are attached to the property rather than an individual.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased borrowing costs by CoW offset by payments by property owners.</li> </ul>
<p><b>Redirect increased revenue from civic tax on energy bills to help Winnipeggers struggling with high energy bills.</b></p>	<ul style="list-style-type: none"> <li>• As energy bills increase, so do the taxes that the City collects.</li> <li>• Adopted 2022 budget projects a \$2.2-million windfall in civic energy tax revenue compared to 2021.</li> </ul>	<ul style="list-style-type: none"> <li>• Reallocation of existing tax revenue.</li> </ul>

## As Mayor, Shaun will...

### ...help Winnipeggers reduce their energy bills and carbon footprints (cont'd).

#### Update CoW 'Green Building Policy'.

- Policy has not been subject to a major revision since its introduction 11 years ago.
- Policy's requirements to be updated to:
  - mandate use of emission-free geothermal heat pumps for heating and cooling;
  - target 'net zero energy'<sup>1,2</sup>; and
  - expand scope of policy to reduce 'embodied energy and emissions'<sup>3</sup>.
- Fiscal impacts:
  - 2023: \$75K for external technical support and analysis plus public/industry consultation.
  - 2024 to 2026: Increased capital costs due to more stringent standards to be offset by lower operating costs.

#### Related Measures:

See 'add 1,000 social enterprise jobs' under 'Grow the Local Economy'

#### Notes:

1. 'Net zero energy' refers to a building that produces as much energy as it uses on an annual basis.
2. Amended policy to include provision to relax 'net zero energy' target for projects where it is found to be either uneconomic or impractical given the function of the building.
3. 'Embodied energy and emissions' refers to the sum of all energy and greenhouse gas emissions attributed to a building material during its life cycle. This encompasses extraction, manufacturing, construction, maintenance, and disposal.

## As Mayor, Shaun will...

...grow the local economy and create jobs.

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Limit property tax increase (including Frontage Levy) to ensure affordability for Winnipeggers and competitiveness with other Canadian cities.</b></p>	<ul style="list-style-type: none"> <li>• Annual tax increases to be limited to lower of:               <ul style="list-style-type: none"> <li>- average increase or the five Canadian cities that Winnipeggers most often move to<sup>1</sup>; or</li> <li>- annual increase in the core Consumer Price Index published by Statistics Canada.</li> </ul> </li> <li>• Preserves Winnipeg's advantage of having the lowest average residential property tax across major Canadian cities.<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: 3.7% increase.<sup>3,4</sup> No increase in Frontage Levy.</li> <li>- 2024 to 2026: To be determined based on recommendations from Smart Tax Review (see below).</li> </ul> </li> </ul>
<p><b>Launch 'Smart Tax' review.</b></p>	<ul style="list-style-type: none"> <li>• Scope to include how the amount and way taxes are applied can be modified to make Winnipeg more competitive and sustainable.</li> <li>• Will also include:               <ul style="list-style-type: none"> <li>- exploring revenue-neutral phase out of Frontage Levy; and</li> <li>- review of impact fees for new suburban and exurban developments to ensure that 'growth pays for growth' and is sustainable from a fiscal and environmental perspective.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: \$100K for external, independent analysis, reports and public/business consultation.</li> <li>- 2024 to 2026: To be determined based on recommendations from Smart Tax Review.</li> </ul> </li> </ul>

### Notes:

1. Includes Vancouver, Calgary, Edmonton, Toronto and Ottawa.
2. Source: City of Winnipeg Community Trends and Performance Report Volume 1 for 2023 Budget.
3. Preliminary 2023 budget includes a proposed 2.33 increase in property taxes.
4. Each 1% increase in the property tax rate raises about \$6.3-million according the 2022 Adopted Budget. An increase from 2.33% to 3.7% will therefore raise about an additional \$8.6-million in 2023 ( $\$6.3\text{-million} \times (3.7\% - 2.33\%) = \$8.63\text{-million}$ ).
- 5.

## As Mayor, Shaun will...

### ...grow the local economy and create jobs (cont'd).

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Phase out Business Tax.</b></p>	<ul style="list-style-type: none"> <li>• Approximately 45% of all businesses still pay the Business Tax.</li> <li>• CoW receives below average portion of tax revenue from non-residential properties (36% vs. 41% national average in 2020).</li> <li>• Aligned with Recommendation 2.2 from the Winnipeg Chamber of Commerce's 'The Performance Playbook: 2022 Civic Election Handbook'.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- Revenue neutral.</li> <li>- Business Tax (\$57-million projected revenue for 2022) to be phased-out over four years.</li> </ul> </li> <li>• Decline in revenue to be offset by equal increase in commercial property tax rates.</li> </ul>
<p><b>Begin process to relocate CP Rail Yards and strengthen CentrePort Canada.</b></p>	<ul style="list-style-type: none"> <li>• Conditional offer to purchase by CoW not to exceed financial benefits to the City.</li> <li>• Conditional upon federal and provincial governments paying their obligations and/or savings (e.g., contaminates site clean-up, avoided cost-sharing for anticipated infrastructure<sup>2</sup>).</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: \$150K<sup>1</sup>.</li> <li>- 2024 to 2026: Study to determine value of offer by CoW to purchase CP Yards.</li> </ul> </li> </ul>

**Notes:**

1. Assumes preparation of offer-to-purchase (akin to relocation study cost) will be \$450K split equally between City of Winnipeg and the federal and provincial governments.
2. Example: Relocation eliminates projected \$319-million cost to replace Arlington Street Bridge.
3. Source: Unfunded Major Capital Projects Detail. City of Winnipeg. May 2019.

## As Mayor, Shaun will...

### ...grow the local economy and create jobs (cont'd).

<p><b>Address growing backlash against infill development and increased density in mature neighbourhoods.</b></p>	<ul style="list-style-type: none"> <li>• Measures include:               <ol style="list-style-type: none"> <li>1. Infill Compliance Team.</li> <li>2. Considerate Development Program.</li> <li>3. Green incentives.</li> <li>4. Infill Design Excellence Awards.</li> <li>5. Local Infill Development Benefits Fund.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ol style="list-style-type: none"> <li>1. Reallocation of existing resources.</li> <li>2. 2023: \$50K for start-up. 2024 to 2026: No fiscal impact (program to be administered by development industry on a fee-for-service basis).</li> <li>3. 2024 to 2026: \$1.25-million</li> </ol> </li> </ul>
<p><b>Leverage City of Winnipeg's Procurement Policy to add 1,000 social enterprise jobs.</b></p>	<ul style="list-style-type: none"> <li>• Council's recently approved policy to be leveraged through expanded and more proactive procurement strategies across multiple sectors.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- Revenue neutral (e.g., Cost reductions in emergency services recognized via modernizing relationships between non-profit organizations and civic government agencies).</li> </ul> </li> </ul>



## As Mayor, Shaun will...

### ...boost Winnipeg's art and culture community.

My Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Increase annual arts and culture funding by \$2-million.</b></p>	<ul style="list-style-type: none"> <li>• Annual grants fell by \$1.1-million from 2020 to 2022 budgets.</li> <li>• Further reduction of \$100K projected for 2023 budget.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- Funded by extending Accommodation Tax to short-term rentals (\$1.5-million per annum from 2023 to 2026) and increase in the Advertising Signs Business Tax (\$500K per annum from 2023 to 2026).</li> </ul> </li> </ul>
<p><b>Launch 'Nightlife Mayor'.</b></p>	<ul style="list-style-type: none"> <li>• 'Nightlife Mayor' will champion businesses that operate predominantly at night, especially those related to arts, culture and entertainment.</li> <li>• Duties to include:               <ul style="list-style-type: none"> <li>- Providing advice on streamlining licensing for businesses and events.</li> <li>- Being proactive about addressing noise and public disorder concerns.</li> <li>- Supporting gatherings of marginalized groups to ensure safety and a sense of belonging.</li> <li>- Creating safe hubs for late-night transit.</li> <li>- Improving working conditions for performers, promoters, sound and light technicians, bartenders, bus drivers and shift workers.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023: \$100K<sup>1</sup>.</li> <li>- 2023 to 2026: \$325K (total)</li> </ul> </li> </ul>
<p><b>Facilitate creation of 'Indigenous Art Hotel'.</b></p>	<ul style="list-style-type: none"> <li>• Based on successful model from Vancouver, will support local Indigenous artists and attract tourists.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impacts:               <ul style="list-style-type: none"> <li>- 2023 to 2026: Supported through 'Tax Increment Financing'.</li> </ul> </li> </ul>

**Notes:**

1. \$80K for labour plus \$20K for convening costs and expenses.

## As Mayor, Shaun will...

...take these additional measures.

Policy Pledge	Additional Details	Impact on Budgets, Taxes and Fees
<p><b>Decline Mayor's personal transportation allowance and 'free' parking space.</b></p>	<ul style="list-style-type: none"> <li>• Mayor is entitled to:               <ul style="list-style-type: none"> <li>- \$550 monthly transportation allowance;</li> <li>- plus \$0.15 km to offset gas costs;</li> <li>- dedicated parking space at City Hall: and</li> <li>- annual surface parking card.</li> </ul> </li> <li>• Shaun will decline the Mayor's 'free' parking space plus the \$550 monthly allowance in lieu of \$50 per month added to his Winnipeg Transit Peggo card.</li> </ul>	<ul style="list-style-type: none"> <li>• Fiscal impact:               <ul style="list-style-type: none"> <li>- 2023 to 2026: Savings (total \$24,000)<sup>1,2</sup> to be reallocated to purchase approximately 8,000 transit tickets for women's centres and shelters.</li> </ul> </li> </ul>

**Notes:**

1.  $(\$550 - \$50 \text{ per month}) \times 48 \text{ months} = \$24,000$ .
2. Savings do not include added civic revenue from renting parking spot normally assigned to the Mayor.