Winnipeg

2015

Preliminary Budget

Operating and Capital

Volume 2



City of Winnipeg

2015
Preliminary Budget
Operating and Capital
Volume 2

WINNIPEG, MANITOBA, CANADA

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Letter from the Mayor and the Chairperson of the Standing Policy Committee on Finance

March 3, 2015

TO ALL MEMBERS OF COUNCIL

Re: Preliminary 2015 Operating Budget and Financial Plan for 2016 and 2017 and Preliminary 2015 Capital Budget and 2016 - 2020 Five Year Forecast

This preliminary operating and capital budget document sets out the action plan for the priorities expressed by the citizens of Winnipeg in last year's election and from the budget consultation process that took place in 2014. We were faced with difficult choices in this budget process, but we believe this preliminary document provides a balanced and strategic approach to address significant challenges that are the direct result of total revenue streams that do not align with the total expenditures required to increase much needed City services and projects.

In the past, our City relied heavily on nonrecurring, one-time revenues to sustain 14 years of property tax cuts and freezes, contributing to a projected $73.4 million structural deficit to the city's tax-supported budget in 2016. New, long-term growth revenue will be required to address this growing operational deficit. It is clear that we can no longer continue doing the same things in the same way. Strategic investment, innovation and transformation are required in order to address the future; this proposed budget offers several solutions going forward as we continue to fight for our Fair Share of the provincial PST and work with citizens to provide the top quality services and investments they deserve and expect.

Winnipeg is a fast-growing Canadian city requiring a committed focus on investment in the renewal of roads and, therefore, we propose a 22.7 per cent increase to our regional and local street renewal capital program to $103.3 million in 2015, an increase of $19.1 million from 2014. Through a commitment to a property tax increase to inflation at 2.3 per cent, (1 per cent dedicated to each of regional and local roads), the realignment of the Street Renewal Frontage Levy to construction inflation since its previous increase in 2011, $6.5 million incremental cash to capital from departmental efficiencies, and over $20 million in debt financing, Winnipeg's infrastructure is being renewed at a rate to help keep pace with our growing, thriving, more modern city.

A growing road network also requires increased investment toward improved traffic flow. With the goal of optimizing and modernizing technological capabilities to manage traffic flow and the

movement of people and goods efficiently throughout the City, including use of smartphone applications and social media, a new Transportation Management Centre (TMC) is planned to be operational by the end of 2016, funded $3.5 million annually in the operating budget and $3 million over 2 years in the capital budget.

Ongoing financial challenges will not be met without new and innovative approaches to improved efficiency in the delivery of services the City provides to citizens every day. This budget includes a $1 million Innovation Capital Fund under the leadership of the Alternate Service Delivery Committee. The Alternate Service Delivery Committee will implement an initiative to review proposals recommended by the Public Service with a view to evaluating and funding innovative investments. The goal is to fund the best ideas for improved efficiency, service delivery, accountability and responsiveness in City operations. We want long-term results and positive outcomes for City services and are making investments to get there.

As a modern city, we must continue our investment into modern public transportation options utilizing partnerships and balanced approaches to paying for a network city-wide. This budget also provides a sustainable, multi-year funding plan to ensure sufficient dollars are budgeted to service the City's payments for the next stage of bus rapid transit. The funding model is a combination approach where, beginning in 2016, a tax increase of .33% each year for 10 years and a one-time 5 cent fare increase is set aside annually to ensure we have the required City funding stream at project completion. We are pleased to have our Provincial and Federal partners supporting this priority project for our city.

To foster economic development and support the small business economic engine fuelling our economy, the city's business tax rate is proposed to decrease from 5.7 to 5.6 per cent in 2015. This budget also enhances the small business tax credit program, proposed to provide a full rebate of business taxes for businesses with an annual rental value of $30,000 or less – up from $23,880 in 2014, impacting 6,025 - nearly half - of all Winnipeg businesses.

New and ongoing strategic initiative investments proposed in this operating budget include projects and programs that help build our City's growing pride:

- Aboriginal Youth Strategy funding at $1.75 million
- Operating and capital support to the Assiniboine Park Conservancy (in 2015 a $11.376 million operating grant and $10.823 million in capital grants)
- 100% biological mosquito larviciding program beginning in 2015
- 5-year annual Grant of $150,000 to the United Way's Plan to End Homelessness
- Increase in Winnipeg Arts Council funding over 2 years to $7 per capita
- Reinstatement of Civic Museums funding in 2015
- Funding for a downtown dog park in 2015

The capital budget invests in infrastructure priorities of $2.9 billion over the 6-year period – cash to capital investment in 2015 is almost $82 million, up by $6.5 million compared to $75.5 million in 2014. Strategic capital investments over the 6 year program are:

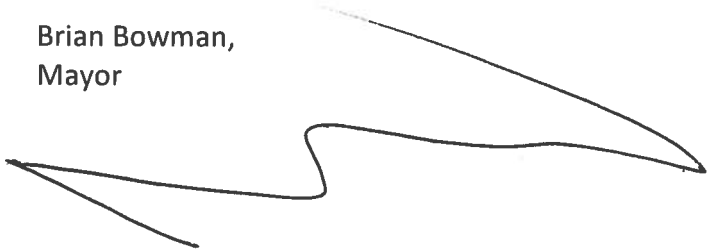
- Active transportation facilities - $27.9 million
- Street and bridge projects - $816.7 million
- A new Urban Forest Enhancement Program - $7.8 million
- Public safety (Police and Fire Paramedic) investment - $110.2 million
- Community Services including libraries - $95.2 million
- Transit - $197.7 million
- Waterworks System - $203.6 million
- Sewage Disposal System - $1.2 billion, including the North End Water Pollution Control Nutrient Removal/Upgrade project and Biosolids initiative. Negotiations with the other levels of government must continue in order to successfully complete this capital program.

We now invite all Citizens and Members of Council to continue the discussion to finalize this proposed 2015 budget and multi-year financial framework.

Respectfully submitted,



Brian Bowman,
Mayor



Marty Morantz,
Chairperson, Standing Policy Committee on Finance

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OPERATING BUDGET RECOMMENDATIONS

1. That the following recommendations with respect to the 2015-2017 Preliminary Operating Budget be approved:

   A. i. That the 2015 Preliminary Operating Budget, including the budgets for reserves (Appendix 3), be reviewed and submitted to Council for approval; and

   ii. That the 2016 and 2017 projections be received and submitted to Council as information on the preliminary financial plans for those years.

   B. That the City's mill rate be increased by 2.3% resulting in a mill rate of 13.682 in 2015, for the purpose of raising revenue as required for the annual operating estimates, including a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, and a 1% property tax increase dedicated to the renewal of regional streets and sidewalks and a .3% property tax increase for general operations.

   C. i. That the City's business tax rate be decreased from 5.7% to 5.6% for 2015; and

   ii. That Council enact the attached Small Business Tax Credit by-law under Subsection 219(2) of the City of Winnipeg Charter, which will provide a full rebate of municipal business taxes for businesses with an annual rental value of $30,000 or less in 2015.

   D. That the combined uniform rate for the Street Renewal Frontage Levy be increased from $3.75 per frontage foot to $4.35 per frontage foot (an increase of 60 cents per frontage foot, consistent with estimated construction inflation since the last increase in 2011), proportionately divided between the water main and sewer main rates on the basis of the current rates, to be used for upgrading, repair, replacement and maintenance of streets and sidewalks.

   E. That the fees (Appendix 9), levies, and transfers between funds outlined in the 2015 Operating Budget be approved.

   F. That commencing on the date of the opening of the Brady Road 4R Winnipeg Depot, the 4R Depot access fee of $5 be waived and that the Public Service bring forward to Council an alternative fee structure for 2016.

   G. i. That effective April 1, 2015 the Planning, Development and Building Fees By-law No. 77/2009 be amended to increase all fees and deposits imposed by the By-law by 2%, over and above inflation previously approved, and subject to rounding to the nearest $1.

ii. That whenever a fee or deposit imposed by or determined in accordance with this By-law is paid entirely by cash, cheque or debit card, the amount of the fee or deposit is reduced by 2%.

H. That $5,500,000 in prior years' tax supported cash to capital surplus including that identified in the 2014 capital review (Appendix 5C), due to projects coming under budget, be utilized to reduce the transfer to the General Capital Fund in the 2015 tax supported operating budget.

I. That a transfer from the General Purpose Reserve Fund to the General Revenue Fund be made in 2015 based on the balance in the General Purpose Reserve Fund after the year end surplus is transferred, to a maximum of $724,000. If the reserve balance is not sufficient to make the $724,000 transfer, any shortfall will be addressed during 2015.

J. That a transfer from the Land Operating Reserve to the General Revenue Fund be made in 2015 to a maximum of $7.435 million provided the Reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full $7.435 million transfer cannot be made, any shortfall will be addressed during 2015.

K. That a transfer from the Financial Stabilization Reserve Fund to the General Revenue Fund be made in 2015 based on the balance in the Financial Stabilization Reserve Fund after year-end adjustments to a maximum of $4.2 million.

L. That the target level for the Financial Stabilization Reserve Fund be changed from 8% to 6% of tax supported expenditures and that $5 million be transferred from the Financial Stabilization Reserve Fund to the General Revenue Fund in 2015 to address the operating budget structural deficit in 2015.

M. That the Utility Dividend Policy be amended to have the dividend payment to the City increase from 8% to 12% of budgeted Gross Sales, which will be transferred to the City each year.

N. i. That a new Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve be established in accordance with Section 289 of the City of Winnipeg Charter;

ii. That the Director of Transit be the Fund Manager;

iii. That the purpose of the reserve be to set aside funding for the P3 annual service/ financing payment commencing in 2020 for the Southwest Transitway (Stage 2) and Pembina Highway Underpass capital project;

iv. That the funding source from the City be a combination of dedicated property tax revenue transferred from the General Revenue Fund and a one-time fare increase in 2016 and an annual grant from the Province starting in 2020 (see Recommendation O below); and

v. That a 2/3 vote of Council is required in order for the use of funds to be other than those stipulated.

O. That Council approve a combination funding plan for the annual service/financing payments for the Southwest Transitway (Stage 2) and Pembina Highway Underpass capital project as noted in Appendix 7 including;

i. An annual .33% property tax increase beginning in 2016 for 10 years dedicated to financing the annual service/ financing payments for the project through the new reserve (see Recommendation N above),

ii. A one-time 5-cent fare increase implemented in 2016, over and above any regular fare increase, to flow annually directly into the new reserve above, and that the City negotiate with the Province of Manitoba that the full amount of this fare increase be available annually to fund the Southwest Transitway (Stage 2) and Pembina Highway Underpass annual service/ financing payments, and

iii. An annual grant from the Province starting in 2020 (negotiations in accordance with the Government of Manitoba-City of Winnipeg Transit Funding Agreement).

P. That the Southwest Rapid Transit Corridor – Stage 2 Reserve be renamed the Southwest Rapid Transit Corridor Reserve.

Q. That the Public Service continue to implement Asset Management and Project Management best practices and incorporate recommendations from recent internal audit reports and that Council approve the permanent staffing resources as noted in Appendix 8.

R. That Council approve an operating grant in the amount of $11.376 million in 2015 to the Assiniboine Park Conservancy (APC), including $1 million to be immediately applied to the APC line of credit, and that this grant be subject to the Lease and Funding Agreement being amended to allow 2016 to be the year the baseline operating grant be re-determined, rather than 2015.

S. That a one-time transfer of up to $307,000 from the General Revenue Enterprises Fund (Gail Parvin Hammerquist balance) be made in 2015 to the Heritage Investment Reserve (the Reserve) to address the estimated year end deficit in the Reserve and that the Public Service come forward for Council approval in 2015 with a long term sustainable funding plan for the Reserve.

T. That Council include in the 2017 projections an operating grant to the Louis Riel School Division (in trust for Dakota Alumni Field) of up to $600,000 in support of the Alumni Field Capital Campaign (Dakota). The Public Service to earmark $600,000 of proceeds from the City/ Qualico River Park South Joint Venture to fund the City contribution, subject to the proponent providing confirmation of at least matching funding from sources external to the City of Winnipeg.

U. That the Ma Mawi Wi Chi Itata Centre - Positive Athletic Cultural Experience (PACE) grant for $45,000 in 2015 and $60,000 in future year 2016 and 2017 projections be paid from the Community Services Department from within existing budget amounts and that the Aboriginal Youth Strategy - Internal City of Winnipeg Projects in the Corporate Support Services Department be increased by such corresponding amounts.

V. That the Library Technology Reserve be closed as it has a zero balance and is no longer being used.

W. That the City be required to enter into grant agreements for all grants in an amount of $25,000 or higher approved by Council in the 2015 operating and capital budgets and be authorized to enter into grant agreements for all grants in an amount of less than $25,000 approved by Council in the 2015 operating and capital budgets, and that the Chief Administrative Officer be delegated the authority to negotiate and approve the terms and conditions of such grant agreements in accordance with such Council approval and such other terms and conditions deemed necessary by the City Solicitor/ Director of Legal Services to protect the interests of the City.

X. That the Chief Financial Officer be delegated the authority to restate the budget subsequent to adoption to reallocate amounts to departments to reflect Council's ratification of collective agreements as well as the following corporate cost reduction measures on a budget neutral basis;

i. Innovation savings in the amount of $2.18 million
ii. Expenditure management savings in the amount of $500,000

Y. That the Director of Legal Services and City Solicitor be requested to submit the necessary by-laws and policy amendments to implement the above recommendations.

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CAPITAL BUDGET RECOMMENDATIONS

2. That the following recommendations with respect to the 2015 Preliminary Capital Budget and 2016 to 2020 Five Year Forecast be approved:

A. i. That the 2015 Preliminary Capital Budget totaling $560,500,000 requiring new borrowing authority of $24,553,000 for tax-supported operations, and $197,491,000 for Utility operations, be reviewed and submitted to Council for approval; and

ii. That short term borrowing authority of up to $31 million be approved for the Southwest Transitway (Stage 2) and Pembina Highway Underpass capital project from external sources for those costs incurred before a P3 Project Agreement is in place and in advance of receipt of committed funding; and

iii. That the 2016 to 2020 Five Year Capital Forecast be reviewed and submitted to Council for adoption in principle.

B. That a new $1 million Innovation Capital Fund be approved in order to facilitate investment in new and innovative ideas for efficiencies, improved service, accountability and responsiveness of City operations, and that the Alternate Service Delivery Committee oversee this fund and develop a process for review, approval, investment and implementation of promising ideas and proposals.

C. That the cash to capital contribution be as follows:

Year	$ Millions
2015	81.978
2016	88.478
2017	90.478
2018	92.978
2019	93.478
2020	95.478

Note: This includes incremental cash to capital invested in the Regional Streets Renewal program in the amount of $6.5 million in 2015, and anticipated amounts of $11 million in 2016, $11 million in 2017, $11.5 million in 2018 (for a total of $40 million), and $10 million in each of 2019 and 2020.

D. That all transfers from prior years' surplus, to/ from reserves and other funds outlined in the capital budget be approved.

E. That Council authorize the expenditure of up to $2.5 million for Rapid Transit Planning and Design in 2015 or prior to the adoption of the 2016 Capital Budget as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate timely work on the Rapid Transit Planning and Design capital project.

F. That Council authorize the expenditure of up to $1.041 million for the Assiniboine Park Conservancy Infrastructure and Sustainability Plan in 2015 or prior to the adoption of the 2016 Capital Budget as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate timely work on the Infrastructure and Sustainability Plan.

G. That the Chief Financial Officer be given the authority to redistribute financing sources, including provincial funding, federal gas tax revenue, cash to capital and debt financing in accordance with Council approved borrowing by-laws, provided the total approved financing is not exceeded, to ensure the most effective use and timing of financing sources.

H. That unutilized borrowing authority (By-law 23/2013) in the Transit Utility of $4.968 million for Transit Building Replacement/ Refurbishment be cancelled.

I. That the City Solicitor/ Director of Legal Services be requested to submit the necessary borrowing by-law directly to Council.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

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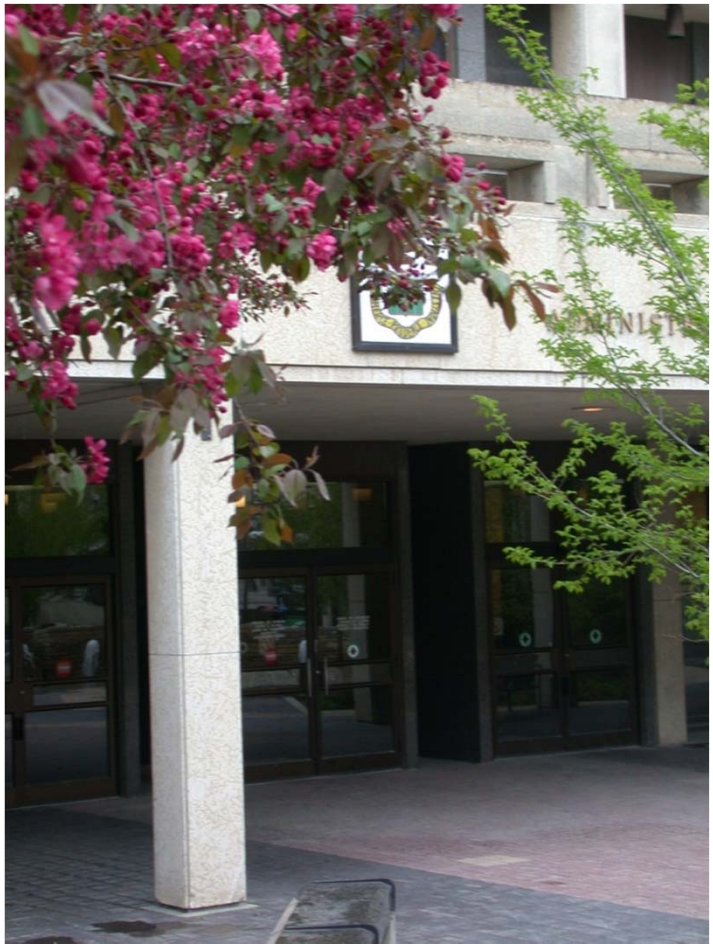
2015 Preliminary Operating and Capital Budgets

March 3, 2015

Winnipeg

2015 Budget Process

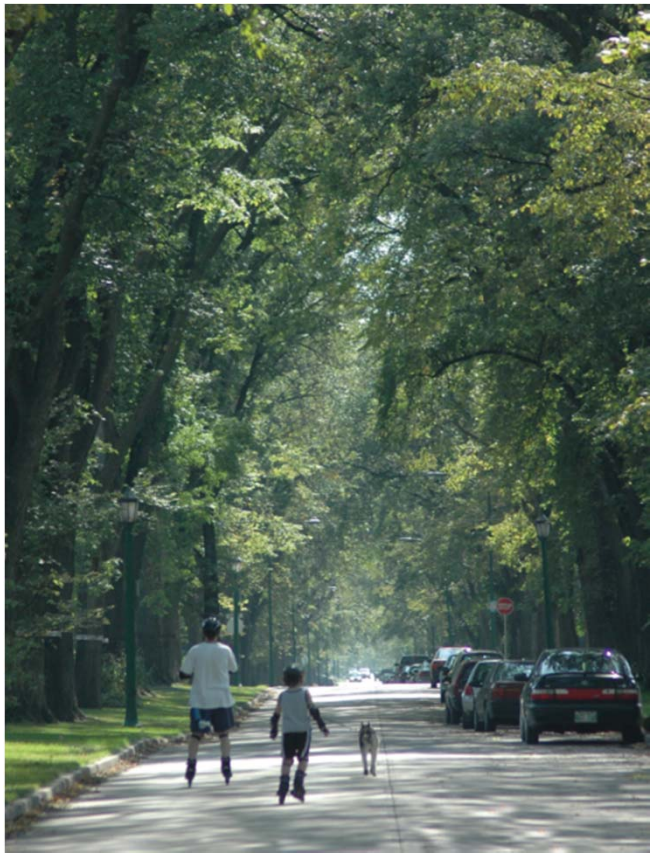
- Multi-year view
- Standing Policy Committee Review
- Council debate and adoption



Winnipeg

Overview

- Budget Process Priorities
- Operating Budget
- Capital Budget
- Future Budget Challenges



Winnipeg

2015 Budget Process Priorities

- Investing in City Streets
- Rapid Transit Construction and Funding Plan
- Innovation, Savings, and New Initiatives
- Investing in the Community

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2015 – 2017 Preliminary Operating Budget



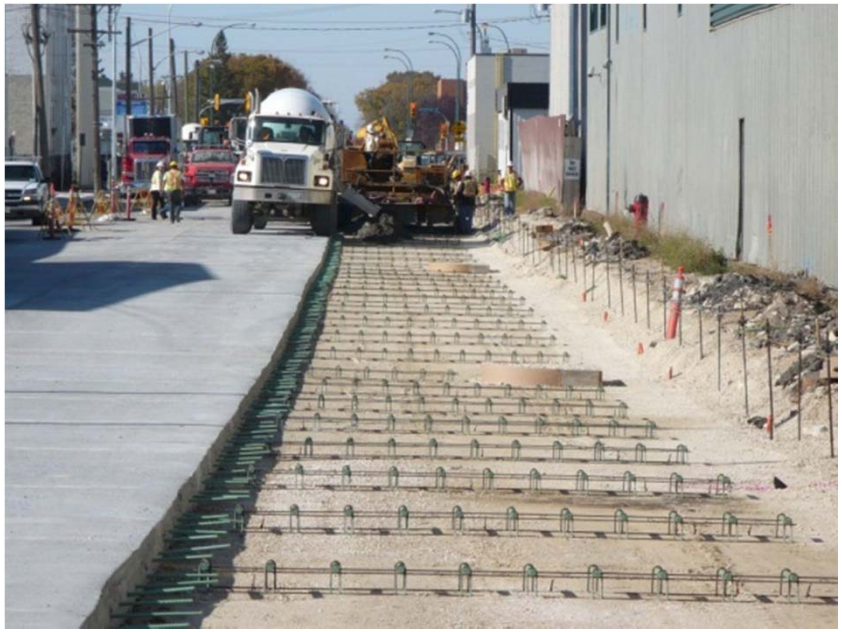
Winnipeg Transit Electric Bus

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2015 Highlights

Investing in City Streets

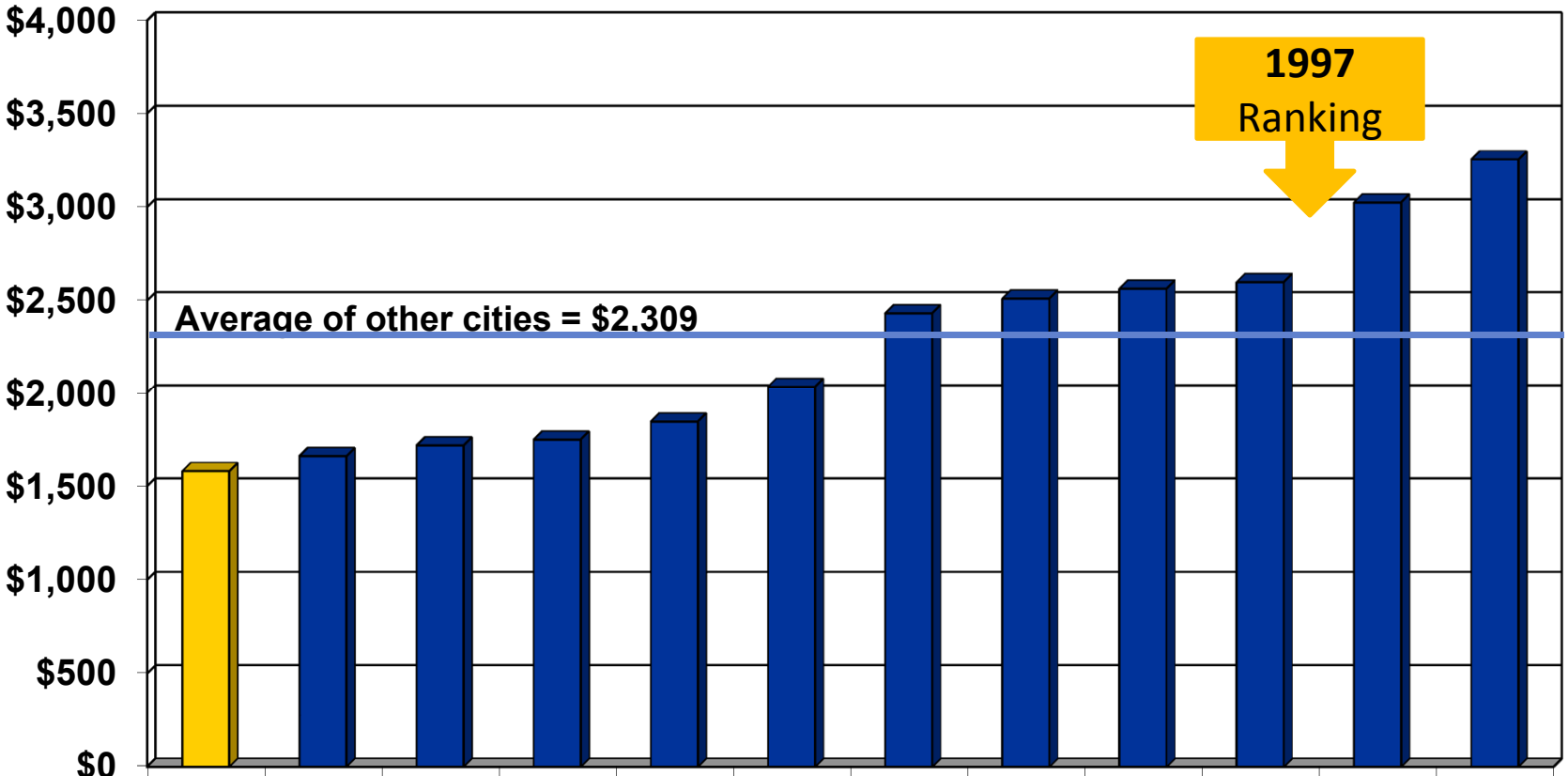
- Annual 2% property tax increase dedicated to capital (1% to each of Regional and Local Street Renewal Programs)
- .3% general property tax increase for operating service costs
- Combined 2.3% property tax increase



Winnipeg

2014 Municipal Property Tax Comparison Average House

In 1997, the City had relatively high residential property taxes compared to other major cities across Canada. But today, Winnipeg has the lowest of comparable cities.



	Wpg	Cal	Sask	Reg	Hal	Edm	Que	Van	Vic	Tor	Ham	Ott
2014	$1,581	$1,661	$1,718	$1,750	$1,847	$2,036	$2,431	$2,510	$2,564	$2,598	$3,026	$3,256

For the year 2014, Municipal portion only

Source: Prepared by City of Winnipeg using derived information

Winnipeg

Property Tax Changes in Cities

	Cumulative 1999 to 2006	2007	2008	2009	2010	2011	2012	2013	2014	Cumulative 1999 to 2014	2015
Vancouver	28.7%	8.0%	1.2%	5.8%	2.0%	2.0%	2.8%	2.0%	1.9%	54.4%	
Edmonton	30.3%	5.0%	7.5%	7.3%	5.0%	3.9%	5.4%	3.3%	4.9%	72.6%	5.7%
Calgary	30.0%	2.6%	4.5%	5.3%	4.8%	5.0%	6.0%	5.5%	5.0%	68.7%	4.5%
Saskatoon	24.0%	4.8%	5.4%	2.9%	3.9%	4.0%	4.0%	5.0%	7.43%	61.9%	5.34%
Regina	16.9%	3.9%	2.8%	0.0%	4.0%	4.0%	3.9%	4.5%	5.9%	45.9%	3.9%
Winnipeg	-6.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.9%	2.95%	4.4%	2.3%P*

- Over the last 15 years , other cities have continued to approve annual property tax increases for use for both their operating budgets and their capital / infrastructure budgets.
- Cumulatively these amount to significant increases relative to Winnipeg's 4.4%.

* Proposed
Source: Cities' websites

Winnipeg

Average Home Assessed at $262,780 in 2015



	2014	2015	Change	
Municipal property taxes (excludes school taxes)	$1,581	$ 1,618	$ 37	2.3%

This increase represents 10¢ a day on the average home.

Winnipeg

2015 HIGHLIGHTS

Dedicated Funding Plan for Regional and Local Street Renewal

- 2% property tax increase solely dedicated to the renewal of regional and local streets, back lanes and sidewalks in the capital program
- Additional $9.8 million in new revenue generated each year and transferred to the capital reserves
- Debt financing of $20.2 million in 2015 for regional and local street renewal
- $6.5 million in departmental savings/efficiencies have been reinvested in regional streets through incremental cash to capital

Winnipeg

HIGHLIGHTS

2015 Street Renewal Program

- Regional Streets
  - Enhanced program - $18.5 million
  - Regular program - $16.4 million
  - Incremental Cash to Capital - $6.5 million
- Local Streets
  - Enhanced program - $18.7 million
  - Regular program - $43.2 million
- Total Regional and Local Street Renewal Program - $103.3 million
  - $84.2 million in 2014
  - Increase of $19.1 million or 22.7%
- 2012 Total Program $30.9 million
  - 2015 program is more than triple



Winnipeg

HIGHLIGHTS

6-Year Street Renewal Program (2015 – 2020)

- Regional Streets - $283.9 million
- Local Streets - $356.2 million
- Total Regional and Local Street Renewal Program - $640.1 million
  - $455.8 million in 2014 process
  - Increase of $184.3 million or 40.4%
  - $237.9 million in 2012 process
  - Increase of $402.2 million or 169%



Kenaston Extension

Winnipeg

HIGHLIGHTS

Transportation Management Centre (TMC)

- Using technology to enhance the traffic system and improve the flow of vehicles, people and goods
  - Real time monitoring and problem resolution
  - Synchronize traffic signals
  - Primary source of traffic information
  - Social media, smartphones and traveler information boards
- Planned to be operational by the end of 2016
- Investment of $3 million in capital over 2015-2016
- Annualized operating funding of approximately $3.5 million once fully implemented

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HIGHLIGHTS

Rapid Transit - Southwest Transitway/Pembina Underpass

- Two components – construction of Southwest Transitway (Stage 2) and widening of Pembina Highway through the Pembina Underpass at Jubilee
- 2020 – the first annual P3 payment will be required and is budgeted in the capital forecast
  - City share $19.75 million
  - Province share $2.3 million
- PPP Canada announced its funding contribution of $137.3 million on February 9, 2015
- Provincial capital funding of $225 million confirmed on November 19, 2013

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HIGHLIGHTS

Rapid Transit – Construction and Funding Plan

- Combination funding plan
  - P3 annual service/financing payment commencing in 2020
  - Proposed annual .33% property tax increase beginning in 2016 for 10 years
  - Proposed one-time 5-cent fare increase in 2016 (over and above regular fare increase)
  - Balanced approach

Winnipeg

HIGHLIGHTS

Rapid Transit – New Payment Reserve Recommendation

- That a new Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve will be established;
- That the Director of Transit will be the Fund Manager;
- That the purpose of the reserve be to set aside funding for the P3 annual service/financing payment commencing in 2020 for the capital project;
- That the funding source from the City will be a combination of dedicated property tax revenue transferred from the General Revenue Fund and a one-time fare increase in 2016 and an annual grant from the Province starting in 2020; and
- That a 2/3 vote of Council is required in order for the use of funds to be other than those stipulated.

HIGHLIGHTS

Innovation

- Establish a new $1 million Innovation Capital Fund in 2015 to facilitate investment in new and innovative ideas
  - To fund the best ideas for improved efficiency, service delivery, accountability and responsiveness in City operations

2015 HIGHLIGHTS

Fueling the Economy

- Business Tax rate reduced from 5.7% to 5.6%
- Continuation of the Small Business Tax Credit program
- Rebate of municipal business taxes for businesses that have a rental value of $30,000 or less in 2015 ($23,880 in 2014)
  - Impacts 48.6% of all businesses (41% in 2014)
  - 6,025 businesses benefit (5,147 in 2014)

2015 HIGHLIGHTS

Investing in the Community

- Annual grant (for 5 years) of $150,000 to the United Way's Plan to End Homelessness
- Increase in Winnipeg Arts Council Funding over 2 years to $7 per capita
- Reinstatement of civic museums funding in 2015
- Funding for a downtown dog park



2015 HIGHLIGHTS

Investing in the Community

- Aboriginal Youth Strategy funding at $1.75 million
- 100% biological mosquito larviciding program
- Operating and capital support to Assiniboine Park Conservancy
  - $11.376 million operating grant
  - $10.823 million in capital grants



2014 Aboriginal paramedic class



Playground at Assiniboine Park

Winnipeg

2015 HIGHLIGHTS

Investing in the Community - Public Safety

- Winnipeg Police Service - $264.0 million an increase of $4.9 million
- Fire Paramedic Service - $178.3 million an increase of $10.5 million
- Investment in public safety comprises 44.5% of the total tax supported budget

2014 WPS Cadets





2014 Public Safety response to a medical incident

Winnipeg

2015 HIGHLIGHTS

Funding Streets Maintenance in the Operating Budget

- Street Renewal Frontage Levy
  - Last increase 2011
  - Construction inflation
  - Increase to $4.35 per frontage foot from $3.75
  - $6.7 million additional revenue in 2015 for total investment of $49.1 million

2014 Street Work at Portage & Sturgeon



- All revenue will be dedicated to upgrading, repair, replacement and maintenance of streets and sidewalks in the operating budget
- Annual impact on a 50-foot lot is $30

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2015 HIGHLIGHTS

- Asset Management – Project Management
  - Continue to implement best practises relating to asset management and capital project management including the addition of permanent staff and the implementation of departmental Project Management Offices
  - Incorporates recommendations from several Audit reports
  - Important given the growth of City's capital investment plan
  - City Council recently adopted an Asset Management Policy
  - The Public Service has also issued a new Project Management Manual and will be following with a new Asset Management Administrative Standard

2015 HIGHLIGHTS

- Review of City's Utility Dividend Policy required with each term of Council
  - Sewer and water utility dividend to the City proposed to increase from 8% to 12% of budgeted gross sales $30.7 million in 2015 ($20 million in 2014)
  - Within transfer payment range of other western Canadian cities
- Financial Stabilization Reserve
  - Transfer of $4.2 million surplus in 2015 (at 8%)
  - Proposal to reduce target from 8% to 6% of tax supported expenditures (transfer of $5 million in 2015)
  - Within reserve range of other western Canadian cities

Winnipeg

2015 HIGHLIGHTS

Innovation Efficiencies and Cost Savings

- Ongoing departmental review and analysis
- Innovation savings of $2.18 million and expenditure management of $.5 million included as a corporate target
- City-wide vacancy management savings target of $17.7 million ($14.3 million in 2014)
- Service realignments

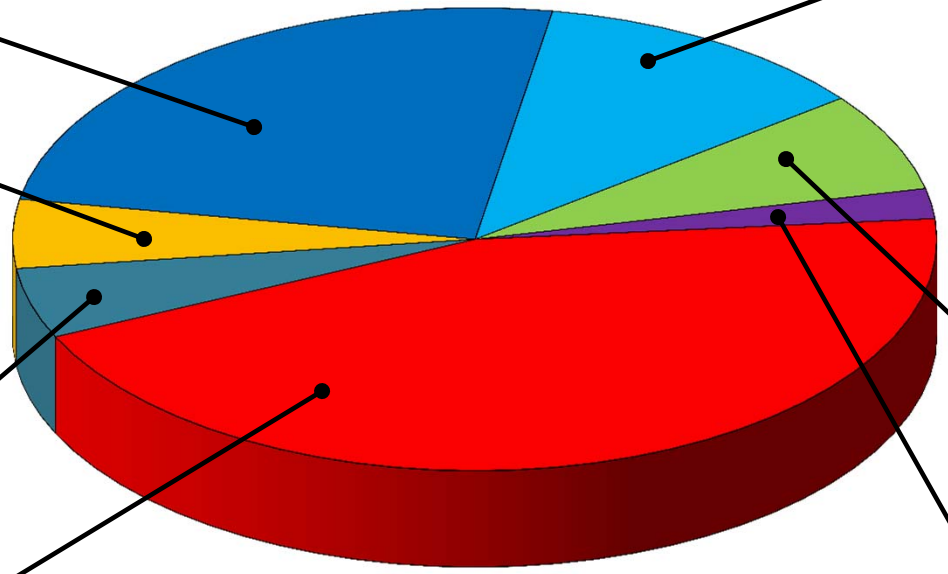
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Tax Supported Operating Budget

In Millions of $	2014 Adopted Budget	2015 Preliminary Budget
REVENUE		
Property Taxes	$ 510.6	$ 529.2
Business Taxes	59.7	58.4
Other	398.9	406.5
TOTAL REVENUE	**$ 969.2**	**$ 994.1**
EXPENDITURES		
Departmental	$ 908.9	$ 946.9
Corporate	60.3	47.2
TOTAL EXPENDITURES	**$ 969.2**	**$ 994.1**
SURPLUS / (DEFICIT)	$ -	$ -

Winnipeg

How is the Money Spent in the Operating Budget?



Street System, Solid Waste Collection, Land Drainage, Street Lighting and Insect Control
$247.7 million
24.9%

Transit Subsidy
$47.3 million
4.8%

Property, Development, Planning, Permits and Buildings
$48.5 million
4.9%

Police and Fire Paramedic Services
$442.3 million
44.5%

Community Services (e.g. Libraries, Recreation Services, Assiniboine Park Conservancy)
$118.5 million
11.9%

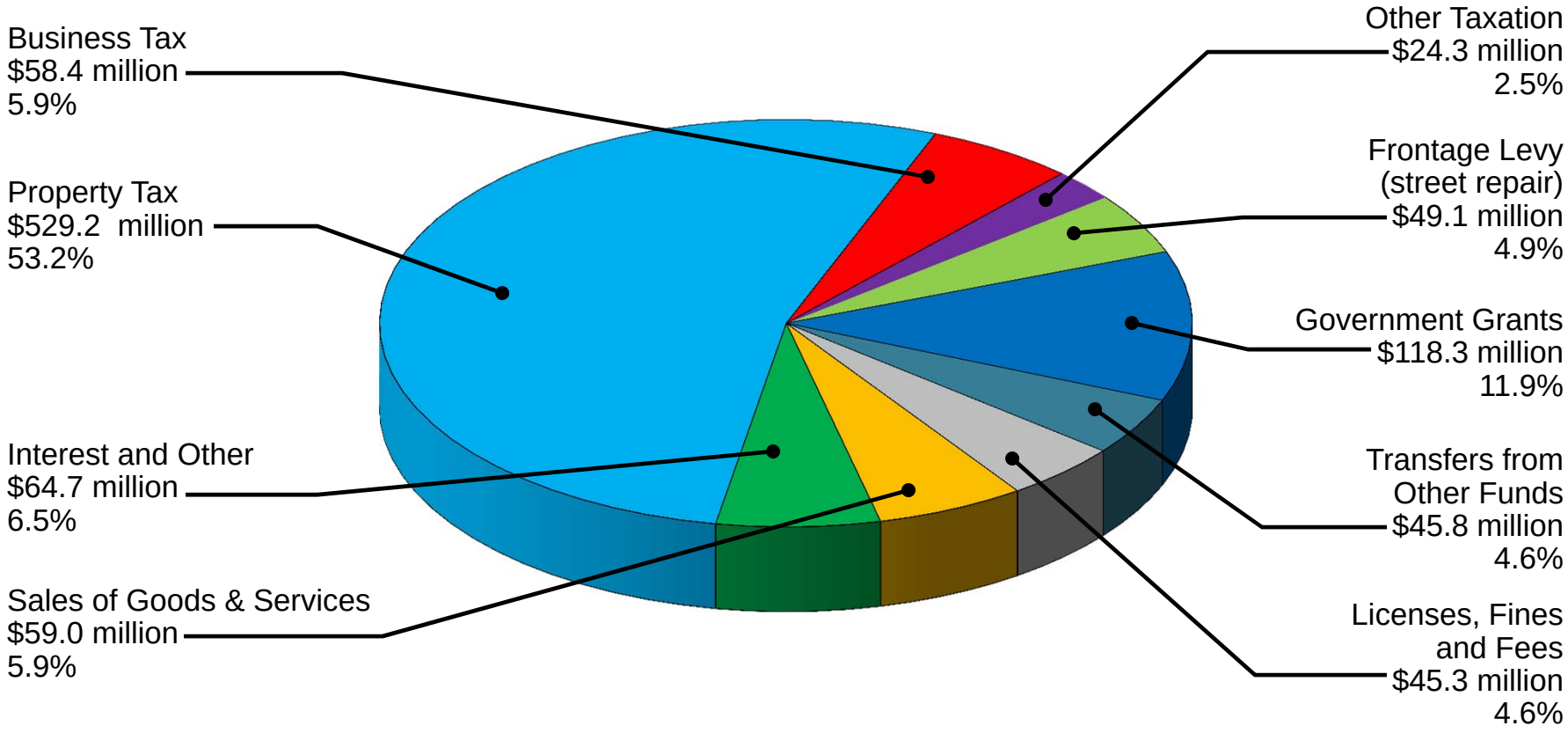
Organizational Support/Other (Information Technology, Human Resources, Finance, Assessment, CAO's Office, Legal, Corporate)
$68.6 million
6.9%

City Clerks, City Council, Mayor's Office, Office of Policy and Strategic Initiatives, Museums, Audit
$21.2 million
2.1%

2015 Preliminary Operating Budget - $994.1 million

Winnipeg

Where does the Money Come From in the Operating Budget?



2015 Preliminary Operating Budget - $994.1 million

Tax Supported

Winnipeg

Utility Operations

In Millions of $	2014 Adopted Budget	2015 Preliminary Budget
TOTAL REVENUE	**$ 550.4**	**$ 568.2**
EXPENDITURES		
Sewage Disposal	$ 127.1	$ 135.0
Solid Waste Disposal	36.1	38.8
Waterworks	96.5	99.6
Transit	172.0	174.8
Municipal Accommodations	79.3	85.7
TOTAL EXPENDITURES	**$ 510.7**	**$ 533.9**
SURPLUS*	$ 39.7	$ 34.2

* Some utilities maintain a retained earnings/working capital balance.

Winnipeg


Waverley West Arterial Roads

2015 Preliminary Capital Budget

And 2016 to 2020 Five Year Capital Forecast

Winnipeg

HIGHLIGHTS

6-year Capital Investment Plan of $2.9 billion

- Increase of $207.5 million or 7.7% from last year's plan
  - $1.2 billion for sewage disposal projects
  - $816.7 million for roads and bridges
  - $203.6 million for the water system
  - $197.7 million for the transit system
  - $110.2 million for public safety infrastructure



Transit bus pulling into U of W Depot

Winnipeg

HIGHLIGHTS

6-year Capital Investment Plan of $2.9 billion (continued)

- $96.8 million for community and municipal facilities including pools, arenas and recreation amenities
- $95.2 million for community services including libraries
- $32.2 million for land drainage and flood control
- $27.9 million for active transportation facilities
- $26.6 million for the solid waste disposal system



Sherbrook - parking-protected bike lane



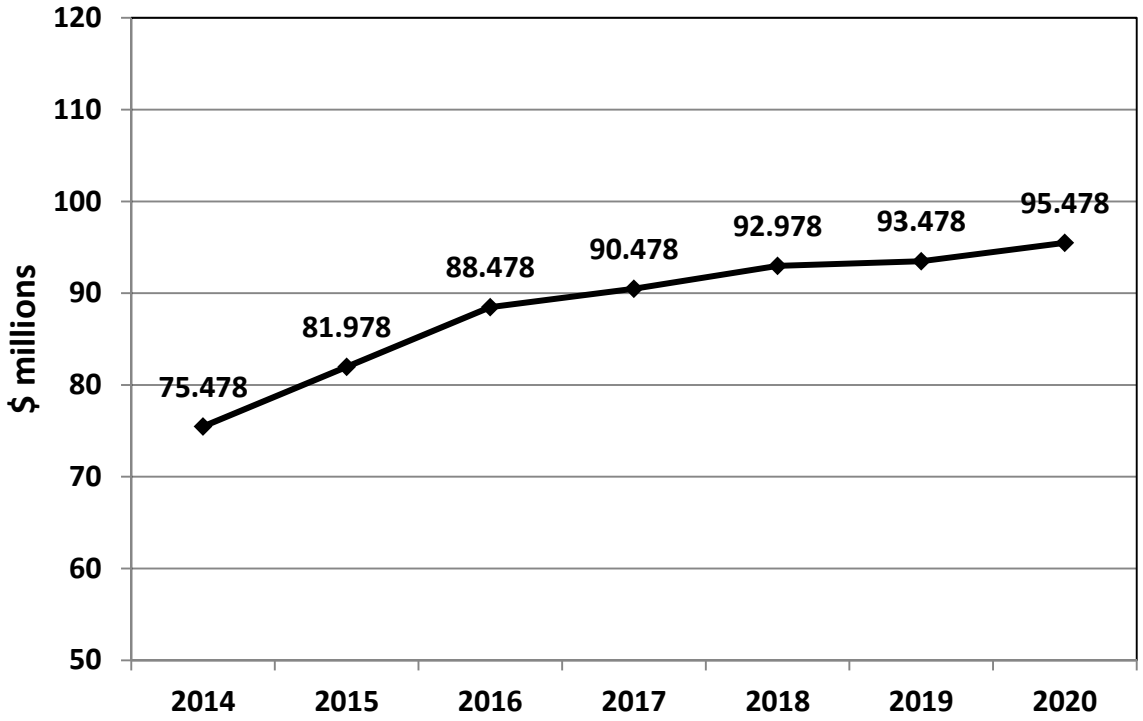
Charleswood Library

Winnipeg

HIGHLIGHTS

Cash to Capital Plan

- Increasing cash to capital annually to a planned $95.5 million in 2020



Winnipeg

HIGHLIGHTS

2015 - 2020 Capital Plan

Waterworks System - $203.6 million

- Represents an increase of $31.8 million or 18.5% compared to 2014
- Including $110.5 million for watermain renewals



Eldridge & Haney valve chamber replacements

Winnipeg

HIGHLIGHTS

2015 – 2020 Capital Plan

Sewage Disposal System - $1.2 billion

- Clean Environment Commission
- Biosolids - Alternative Disposal Delivery and Management System and Nutrient Removal/Upgrade and expansion projects ($839.0 million)
- Negotiations will be needed with the other levels of government to successfully complete the work to be undertaken

Solid Waste Disposal System - $26.6 million

- 4R Winnipeg Depots (Community Resource Recovery Centres) - $6.0 million

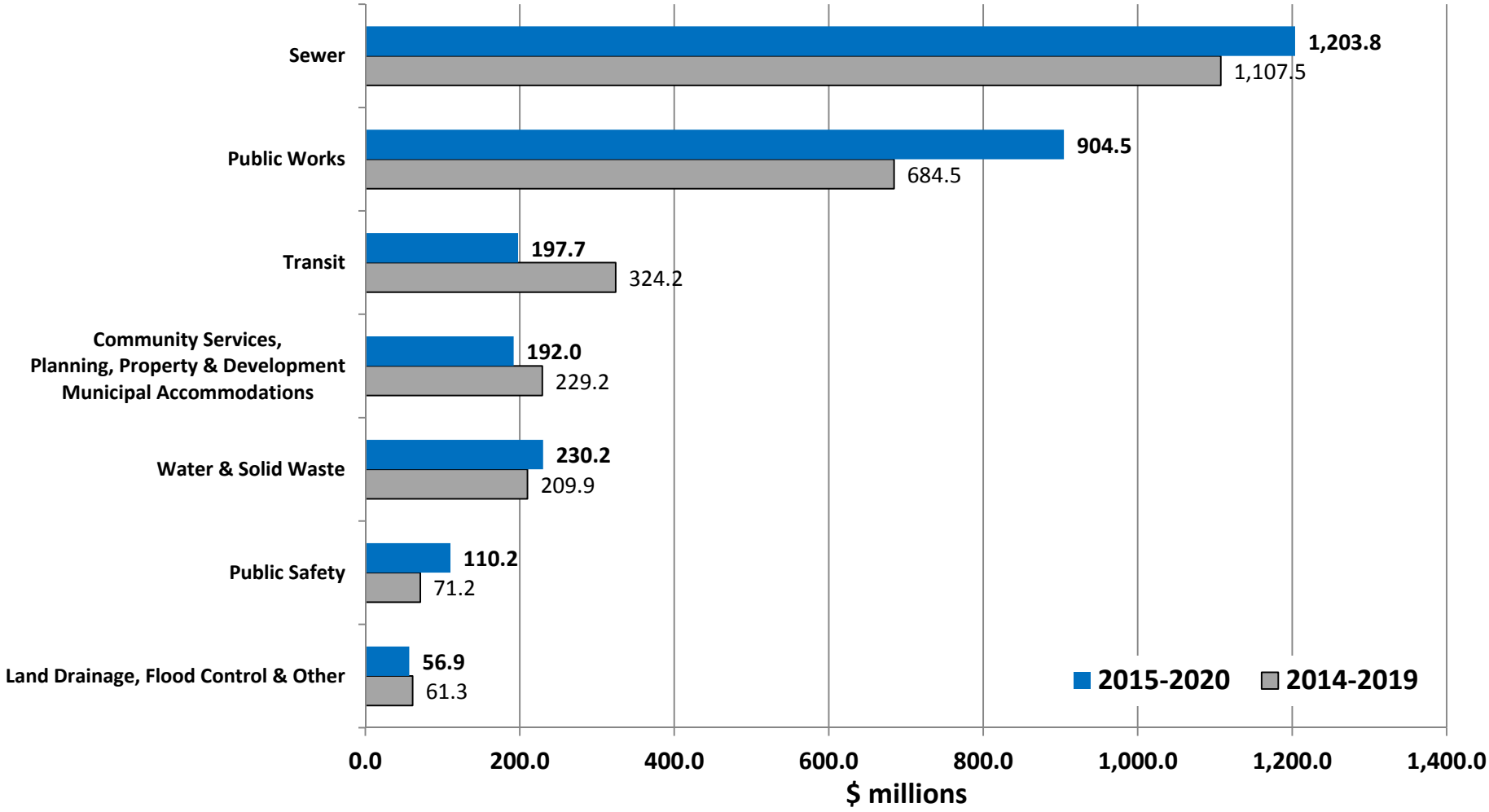


Brady Road - Turner

Winnipeg

CAPITAL PROJECTS

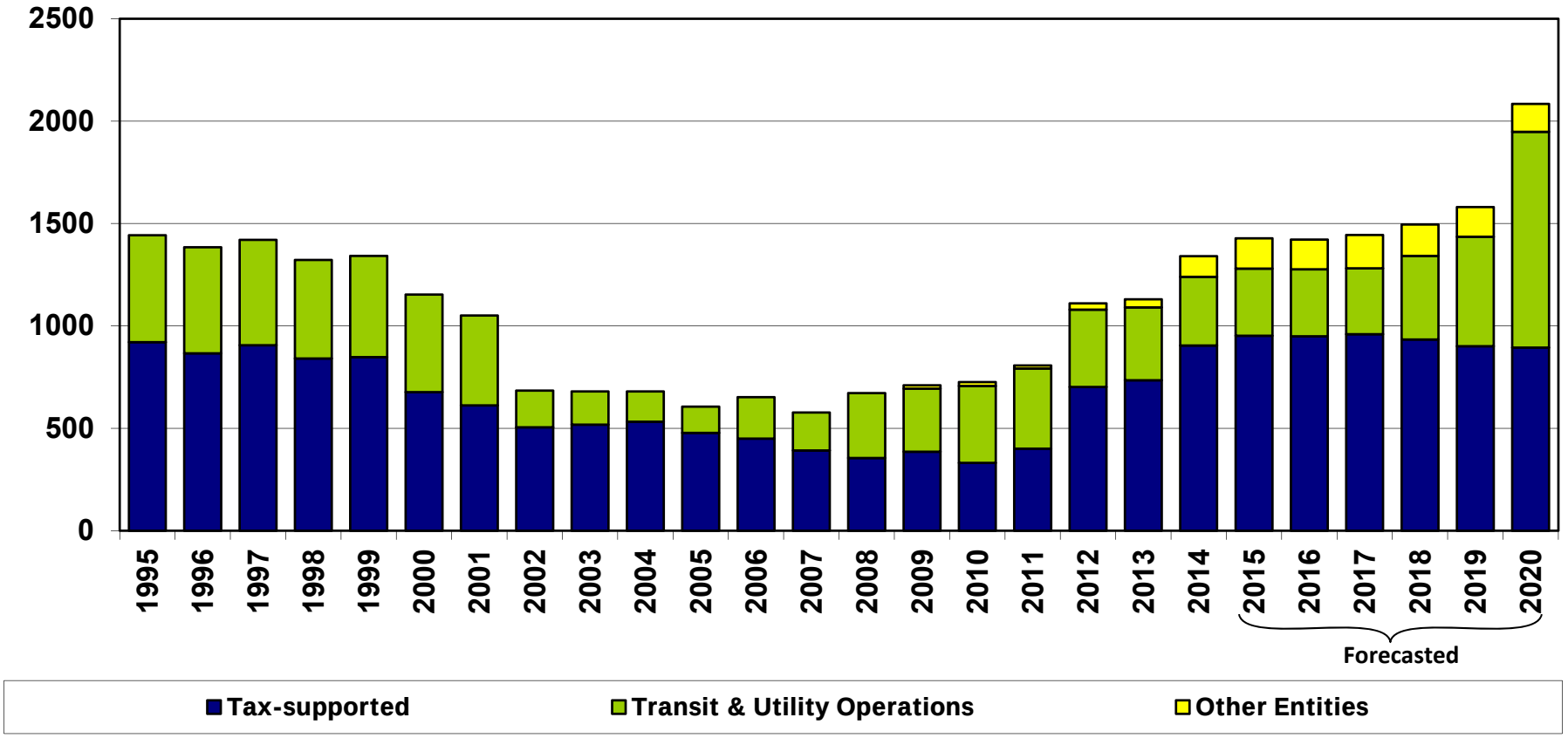
2015 – 2020 Authorizations



Excludes P3 payments

Winnipeg

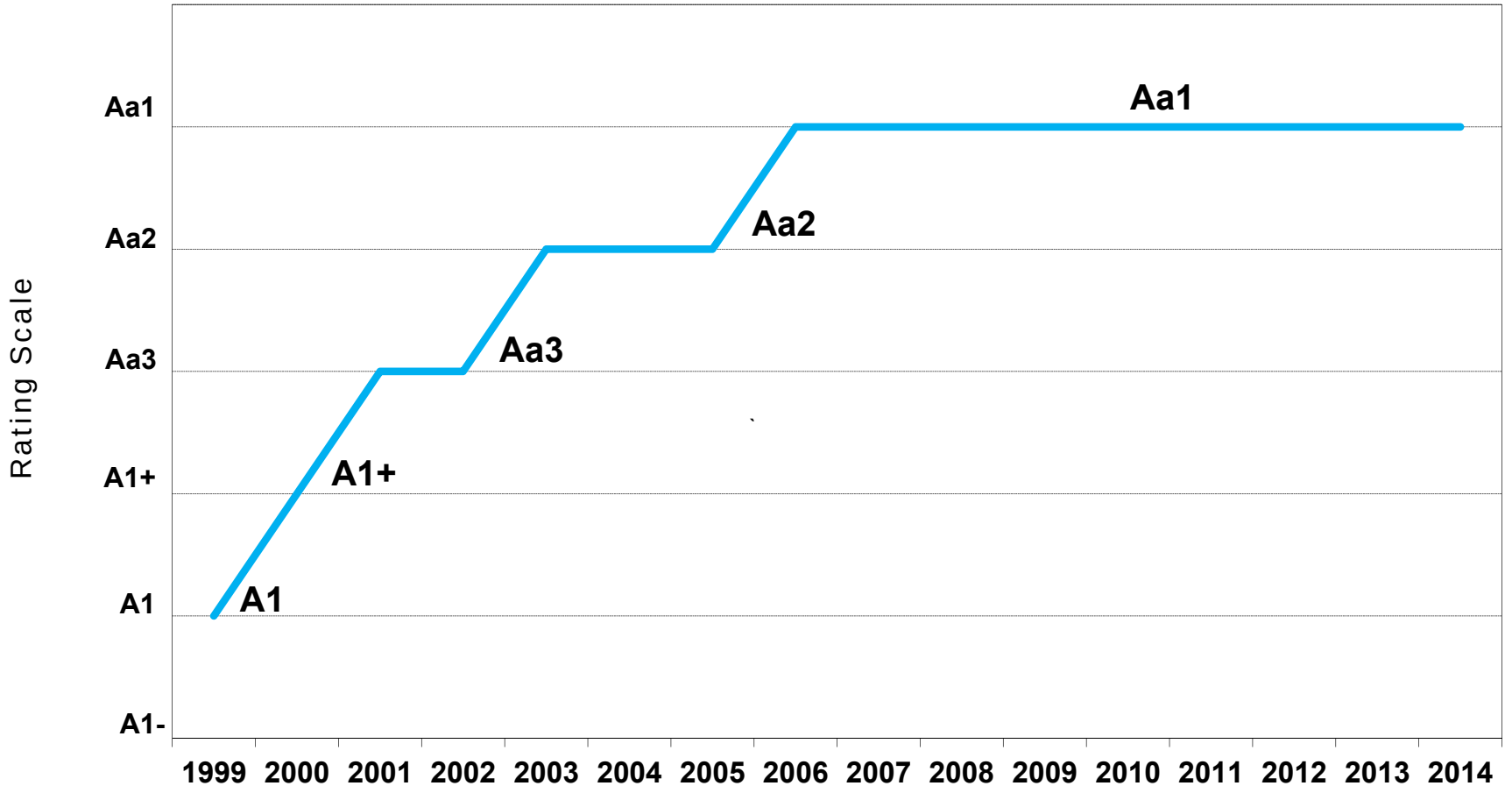
NET DEBT PER CAPITA INCREASING TO ADDRESS INFRASTRUCTURE NEEDS



- Tax-supported includes Municipal Accommodations
- Debenture debt and P3 obligations included
- Other Entities included in 2009 and subsequent years
- As at December 31st

Winnipeg

CREDIT RATING



Source Moody's Investors Service

Winnipeg

Future Budget Challenges

In Millions of $	2015 Preliminary Budget	2016 Projection	2017 Projection
REVENUE			
Property Taxes	$ 529.2	$ 535.7	$ 542.3
Business Taxes	58.4	58.8	58.8
Other	406.5	389.0	391.8
TOTAL REVENUE	**$ 994.1**	$ 983.5	$ 992.9
EXPENDITURES			
Departmental	$ 946.9	$ 982.9	$ 1,019.4
Corporate	47.2	73.9	88.7
TOTAL EXPENDITURES	**$ 994.1**	$ 1,056.8	$ 1,108.1
SURPLUS / (DEFICIT)	$ -	$ (73.4)	$ (115.2)

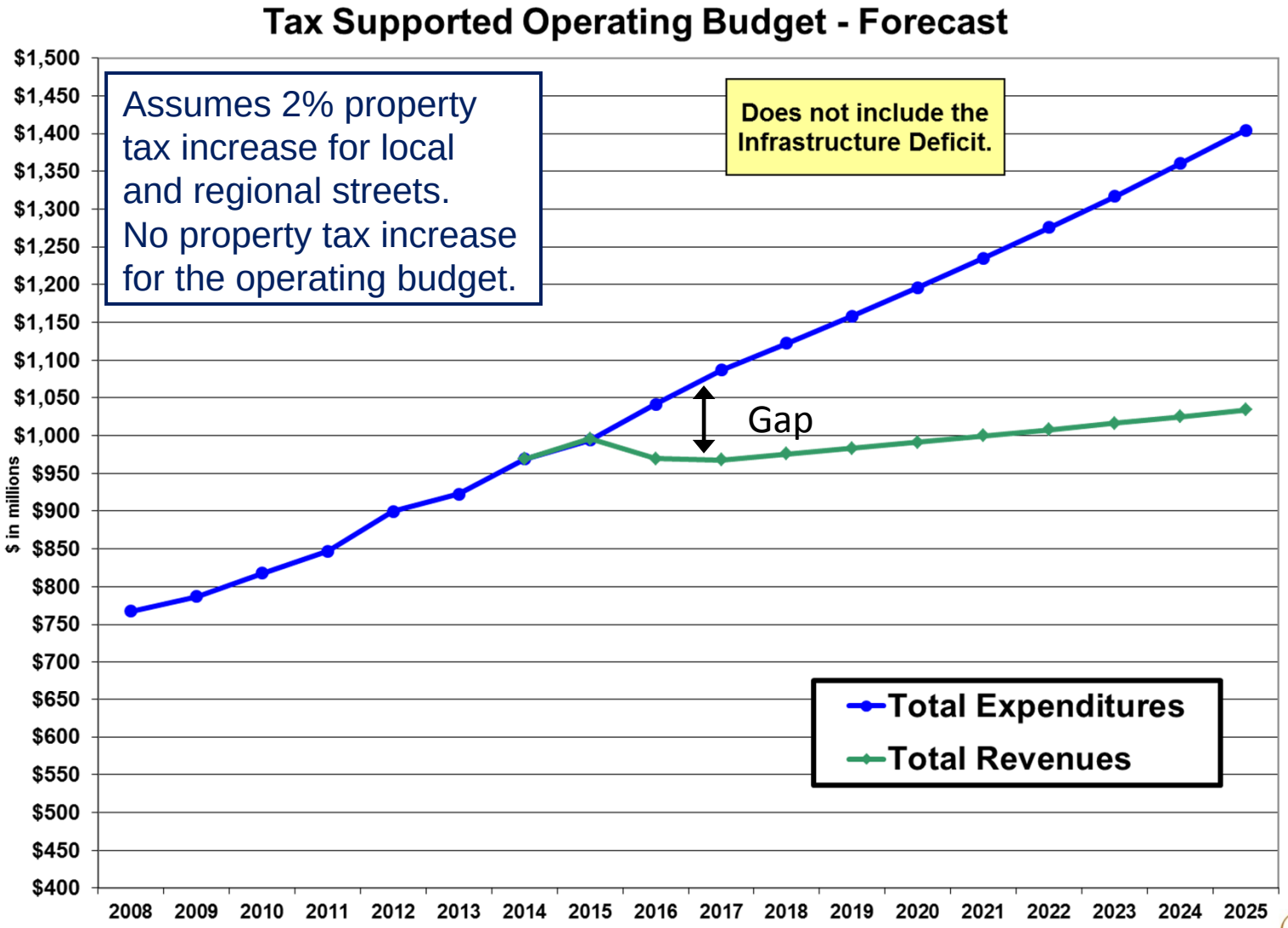
Winnipeg

Future Budget Challenges

- Our past reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable.
- Overall, this has resulted in the City's tax supported budget having a structural deficit: sustainable revenue streams do not cover required expenditures.
- Operating and Capital Budgets
  - New long-term growth revenue sources will be required in the future to address the growing structural deficit.
  - Winnipeg's infrastructure deficit is estimated at $7 billion.

Winnipeg

Future Budget Challenges



Winnipeg

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Budget Process

STEP 1

Public Consultation

- Public budget consultation was undertaken for the budget. The Budget Consultation process allowed citizens to provide feedback through various means, including public workshops, an on-line survey, or written submissions. An annual citizen survey was also undertaken.

STEP 2

Initial Development

- The previous year's adopted budget, adjusted to reflect recent City Council approvals and any new developments, forms the starting point for budget development.
- Budgets are updated by the departments and submitted for administrative review and corporate compilation.

STEP 3

Table Preliminary Budgets

- The Executive Policy Committee has responsibility for budget development.
- The Preliminary Operating and Capital Budget is tabled at a meeting of Executive Policy Committee.

STEP 4

Committee Review

- The Executive Policy Committee refers the preliminary operating and capital budget to the City's Standing Policy Committees for review and recommendations. Each Standing Policy Committee - Protection and Community Services, Infrastructure Renewal and Public Works, and Property and Development - reviews the part of the budget related to its jurisdiction. The Committees hear presentations by departments. Members of the public may also make presentations at these meetings.
- The Executive Policy Committee provides for delegations from the public and reviews the recommendations from the Standing Policy Committees. Recommendations are finalized by the Executive Policy Committee and forwarded to Council.

STEP 5

Council Approval

- Council debates, amends, and adopts the operating and capital budget received from the Executive Policy Committee.
- Council then passes a by-law to set the mill rate for the operating tax-supported budget.
- Council also gives first reading, if required, of a borrowing by-law to externally finance the capital program. In accordance with legislation, approval of the borrowing is then requested of the Provincial Minister of Finance. Once authorization is received from the Minister, Council gives second and third readings of the by-law before it is passed.
- Council must adopt the operating budget no later than March 31 each year, and the capital budget and five-year forecast by December 31 each year, as required by "*The City of Winnipeg Charter*".

Budget Amendments

Operating Budget Amendment Process

From time to time during the year, it may be necessary to amend the operating budget for new programming or existing programming. New programming must be approved by Council. The Standing Policy Committee on Finance is the body authorized to approve the addition of budgeted amounts to existing programming. The Public Service has some flexibility.

Capital Budget Amendment Process

From time to time during the year, it may be necessary to amend the capital budget. Any new capital project, whether funded by surpluses from other projects or by new funding, must be approved by Council. Additional borrowing authority must be approved by the Minister of Finance of the Province of Manitoba and enacted through a by-law of Council.

A Standing Policy Committee of Council can approve transfers of budgets between existing capital projects. If the transfer is smaller than $100,000 or 25% of the budget being increased (whichever is the lesser), the transfer can be approved by the Public Service.

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2015 Preliminary Operating Budget - All Services

Tax Supported, Utilities and SOAs

Page #	Services (millions of $)	2015 Preliminary Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
3	Roadway Construction and Maintenance	49.719	82.457	(32.738)	230
6	Transportation Planning and Traffic Management	2.074	21.899	(19.825)	161
9	Roadway Snow Removal and Ice Control	0.014	33.181	(33.167)	136
12	*Public Transit*	174.831	174.831	-	1,545
	Public Transit - Subsidy	-	47.350	(47.350)	
15	*Water*	107.618	99.568	8.050	415
18	*Wastewater*	160.184	135.003	25.181	414
21	Land Drainage and Flood Control	11.802	14.528	(2.726)	32
24	Solid Waste Collection	1.075	19.122	(18.047)	15
26	*Solid Waste Disposal*	16.086	13.647	2.439	53
29	*Recycling and Waste Diversion*	23.730	25.165	(1.435)	40
32	Parks and Urban Forestry	1.593	39.031	(37.438)	313
36	City Beautification	0.007	16.486	(16.479)	119
39	*Fleet Management (SOA)*	50.896	50.973	(0.077)	136
42	*Parking Authority (SOA)*	17.195	17.545	(0.350)	59
	Infrastructure Renewal and Public Works	616.824	790.786	(173.962)	3,668
	Property and Development				
45	City Planning	0.003	2.001	(1.998)	16
48	Neighbourhood Revitalization	1.252	8.361	(7.109)	30
51	Development Approvals, Building Permits and Inspections	20.989	16.966	4.023	180
54	Economic Development	0.001	1.583	(1.582)	3
56	Heritage Conservation	-	0.566	(0.566)	3
58	Property Asset Management	17.678	20.288	(2.610)	39
61	*Municipal Accommodations*	85.714	85.714	-	282
63	Cemeteries	1.192	2.291	(1.099)	24
	Property and Development	126.829	137.770	(10.941)	577
	Protection and Community Services				
67	Police Response	21.045	216.261	(195.216)	1,551
70	Crime Prevention	3.920	43.798	(39.878)	296
73	Traffic Safety and Enforcement	19.905	16.879	3.026	88
76	Fire and Rescue Response	4.146	111.777	(107.631)	851
79	Fire and Injury Prevention	0.284	5.527	(5.243)	42
82	Medical Response	49.334	60.737	(11.403)	476
85	Disaster Preparedness and Response	-	0.324	(0.324)	2
87	Recreation	13.964	55.026	(41.062)	356
90	*Golf Services (SOA)*	3.641	2.860	0.781	24
	Golf Services - Subsidy	-	0.750	(0.750)	
92	Community Liveability	1.038	4.816	(3.778)	43
95	Libraries	2.982	31.696	(28.714)	285
98	Arts, Entertainment and Culture	-	28.399	(28.399)	6
101	Insect Control	2.307	10.606	(8.299)	68
104	*Animal Services (SOA)*	3.708	3.592	0.116	28
	Animal Control and Care - Subsidy	-	1.404	(1.404)	
	Protection and Community Services	126.274	594.452	(468.178)	4,116
	Executive Policy Committee				
107	Organizational Support Services	0.784	40.198	(39.414)	347
110	Assessment, Taxation and Corporate	765.087	19.931	745.156	143
114	Contact Centre - 311	1.448	5.395	(3.947)	86
116	Council Services	0.456	14.464	(14.008)	78
	Executive Policy Committee	767.775	79.988	687.787	654
	Total City Services (unconsolidated)	**1,637.702**	**1,602.996**	**34.706**	**9,015**

Notes: Amounts in the financial tables are system generated and rounded to the nearest million. Therefore, totals and sub-totals may be impacted.

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Roadway Construction and Maintenance

Includes:

- *Bridge Construction & Maintenance*
- *Regional Streets Construction & Maintenance*
- *Local Streets Construction & Maintenance*
- *Regional Sidewalk Construction & Maintenance*
- *Local Sidewalk Construction & Maintenance*

Description

To provide citizens with access to well-maintained roadways, sidewalks and bridges in order to ensure the safe, efficient movement of people, goods and services.

Key Goals

1. Expand and refine Roadway Asset Management systems.
2. Support Downtown revitalization.
3. Provide optimized delivery of infrastructure projects.
4. Utilize principles of environmental stewardship.
5. Coordinate processes with other major project stakeholders.
6. Implement active transportation components in regional street projects where feasible.

Service Level Statistics

Description	2011	2012	2013
Roadway transferred from developers (lane-km)	53.9	50.57	71.28
Capital Addition of Regional Streets (lane-km)	32.15	6.8	17.5
Capital Reconstruction of Regional Streets (lane-km)	3.3	1.5	0
Capital Rehabilitation of Regional Streets (lane-km)	24.94	17.7	24
Capital Reconstruction of Local Streets (lane-km)	5.69	3.75	8.42
Capital Rehabilitation of Local Streets (lane-km)	23.37	61.46	67.28
Capital Addition of Surfaced Alleys (lane-km)	0.355	0.414	0.662
Capital Reconstruction of Alleys (lane-km)	1.65	4.34	8.36
New pedestrian/cycle pathways (meters)	7,450	2,270	6,735
Major Bridge Rehabilitations	3 locations $6,300,000	4 locations $13,850,000	3 locations $19,045,654
Significant Bridge Maintenance Repair Works	45 locations $696,000	25 locations $601,000	27 locations $504,000
Slope Stabilization Works	1 location $44,000	nil	1 location $1,500,000
Bridge Deck Sealing Program	18 locations $98,000	6 locations $22,600	23 locations $171,400
Overhead Sign Structure Maintenance	4 locations $174,000	2 locations $46,400	3 locations $76,500

Roadway Construction and Maintenance

Contributing Departments
Public Works 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projected	2017 Projected
Service revenue	42.938	42.328	49.719		50.032	50.344
Provincial funding (service specific)	-	-	-		-	-
Revenues	**42.938**	**42.328**	**49.719**	**1**	**50.032**	**50.344**
Salaries and benefits	15.897	15.774	16.559		17.181	17.481
Services	12.652	13.546	13.359		13.519	13.647
Materials, parts, and supplies	9.855	11.077	11.024		11.088	11.127
Assets and purchases	0.025	0.032	0.031		0.033	0.033
Debt and finance charges	20.585	14.515	9.648		7.630	7.441
Grants, transfers and other	3.347	1.787	1.860		1.819	1.821
Recoveries	(13.782)	(13.631)	(13.997)		(14.575)	(14.600)
Operating Expenses	**48.578**	**43.102**	**38.485**		**36.696**	**36.948**
Transfer to Capital	17.715	13.393	20.273		25.908	36.187
Transfer to Local Street Renewal Reserve	4.500	9.200	14.100		19.000	23.900
Transfer to Regional Street Renewal Reserve	-	4.700	9.600		14.500	19.400
Total Expenses	**70.793**	**70.395**	**82.457**	**2**	**96.104**	**116.436**
Mill Rate Support/(Contribution)	**27.855**	**28.067**	**32.738**		**46.072**	**66.092**
Full-time Equivalent Positions	**228**	**226**	**230**		**232**	**232**

Explanation of 2015 change from 2014

(in millions of $)

1 Revenues

Increase in frontage levy revenue	7.398
Miscellaneous adjustments	(0.007)
	7.391

2 Expenses

Transfer to Capital	6.880
Transfer to Local Street Renewal Reserve	4.900
Transfer to Regional Street Renewal Reserve	4.900
Increase in salaries and benefits	0.375
Increase in recoverable salaries and benefits	0.317
Decrease in debt and finance charges	(4.867)
Increase in recoveries	(0.465)
Refinement of service-based view, allocated primarily to Roadway Snow Removal and Ice Control service	(0.012)
Miscellaneous adjustments	0.034
	12.062

Roadway Construction and Maintenance

Full-time Equivalent Positions

Increase of 2 due to increase in establishment for project management (fully offset by recoveries), and increase of 2 due to refinement of service-based view.

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Bridge Constr & Maint	Revenue	0.006	-	-	-	-
	Operating expenses	9.553	7.430	5.826	5.196	5.189
	Transfer to Capital	4.679	7.870	5.429	12.572	4.986
		14.226	15.300	11.255	17.768	10.175
Regl Streets Constr & Maint	Revenue	22.839	22.386	26.298	26.461	26.625
	Operating expenses	16.966	21.473	24.606	28.583	33.426
	Transfer to Capital	10.279	4.612	9.943	7.437	20.604
		4.406	3.699	8.251	9.558	27.406
Local Streets Constr & Maint	Revenue	17.394	17.251	21.614	21.751	21.888
	Operating expenses	23.366	25.722	29.569	34.281	39.485
	Transfer to Capital	2.132	0.037	3.701	5.751	7.998
		8.104	8.508	11.656	18.281	25.595
Regl Sidewalk Constr & Maint	Revenue	1.624	1.609	0.535	0.539	0.543
	Operating expenses	1.543	1.007	0.821	0.755	0.753
	Transfer to Capital	0.624	0.875	1.124	-	2.349
		0.543	0.273	1.410	0.216	2.560
Local Sidewalk Constr & Maint	Revenue	1.075	1.082	1.273	1.280	1.288
	Operating expenses	1.651	1.369	1.363	1.381	1.395
	Transfer to Capital	-	-	0.075	0.149	0.250
		0.575	0.288	0.165	0.249	0.356
Mill Rate Support/(Contribution)		**27.855**	**28.067**	**32.738**	**46.072**	**66.092**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Federal Gas Tax Reserve	0.606	0.129	0.123	0.117	0.111
Local Street Renewal Reserve	0.500	0.850	0.854	0.857	0.861
Regional Street Renewal Res	-	0.187	0.189	0.190	0.192

Note: Balances in Federal Gas Tax Reserve include Winnipeg Transit portion.

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	122.342	704.590	826.932

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Transportation Planning and Traffic Management

Back to Financial Summary

Includes:

- *Transportation Planning & Design*
- *Traffic/Right-of-way Management*

Description

To plan, design and manage the transportation system and the traffic regulatory environment to provide a safe, environmentally-aware, accessible and sustainable transportation system.

Key Goals

1. Provide integrated transportation and land use planning.
2. Provide an accessible transportation system.
3. Invest in equipment and technology that supports a sustainable transportation system.
4. Expand the Active Transportation System network.
5. Support Downtown revitalization initiatives.
6. Maintain or improve service levels on the street system.

Service Level Statistics

The proportion of work trips by vehicle drivers continues to rise. Bicycle mode share of work trips has increased over the 10 year period.

Work Trip by Mode	2001 Census	2001 %	2006 Census	2006 %	2011 Census	2011 %
Vehicle Driver	207,095	68.6%	216,675	69.1%	229,155	69.1%
Vehicle Passenger	25,825	8.5%	28,065	9.0%	24,380	7.3%
Transit	42,960	14.2%	42,375	13.5%	48,530	14.6%
Walk	19,375	6.4%	18,685	6.0%	18,095	5.5%
Bicycle	4,565	1.5%	5,295	1.7%	7,075	2.1%
Other	2,520	0.8%	2,235	0.7%	4,550	1.4%
Total	302,340	100%	313,330	100%	331,785	100%

Description	2011	2012	2013
Lane Kilometres of Regional Streets	1,790	1,778*	1,782*
Lane Kilometres of Truck Routes	1,768	1,754*	1,754*
Number of Signalized Intersections	625	637	638
Number of Accessible Pedestrian Signals	239	267	293
Number of Pedestrian Corridors	155	157	166
Kilometres of Active Transportation Facilities	382	392	394
Kilometres of Multi-use paths	187	195	197
Kilometres of Bike Lanes	35	35	35
Kilometres of Sharrows	37	37	37
Kilometres of Bike Boulevards	56	56	56
Transportation System Use Estimates			
Daily Vehicle-Kilometer of Travel	9,942,655	10,129,741	10,129,741

* Variation in the number is due in part to a refinement of the inventory calculation. A number of streets were reclassified and removed from the Regional Streets Network due to the opening of the Chief Peguis Trail Extension.

Transportation Planning and Traffic Management

Contributing Departments

Public Works 99 %
Planning, Prop. & Devl. 1 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	1.882	1.859	2.074		2.107	2.135
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.882**	**1.859**	**2.074**	**1**	**2.107**	**2.135**
Salaries and benefits	11.694	11.876	13.321		14.061	14.417
Services	2.873	2.386	2.709		2.812	2.912
Materials, parts and supplies	2.334	1.753	2.220		2.388	2.554
Assets and purchases	0.044	0.098	0.072		0.074	0.074
Debt and finance charges	1.106	0.681	0.609		0.490	0.479
Grants, transfers and other	0.924	1.011	1.054		1.053	1.054
Recoveries	(4.666)	(4.442)	(4.012)		(3.706)	(3.213)
Operating expenses	**14.308**	**13.364**	**15.973**		**17.173**	**18.276**
Transfer to Capital	2.299	2.894	5.925		3.664	2.165
Total Expenses	**16.608**	**16.258**	**21.899**	**2**	**20.837**	**20.441**
Mill Rate Support/(Contribution)	**14.726**	**14.399**	**19.824**		**18.730**	**18.306**
Full-time Equivalent Positions	**149**	**148**	**161**		**165**	**166**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in street rental permit revenue	0.130
Increase in move permit revenue	0.050
Increase in underground structures services revenue	0.020
Miscellaneous adjustments	0.015
	0.215

2 Expenses

Transfer to Capital	3.031
Increased funding for Transportation Management Centre	1.590
Increase funding for Traffic Services due to increased inventory and greater demand on paint program	0.697
Increase in salaries and benefits	0.377
Increase in fleet equipment and fleet-related accounts	0.057
Decrease in debt and finance charges	(0.072)
Miscellaneous adjustments	(0.039)
	5.641

Full-time Equivalent Positions

Increase of 13 due to increased funding for Transportation Management Centre (6), Traffic Services due to increased inventory and greater demand on paint program (6), and Project Management (1).

Transportation Planning and Traffic Management

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Transportation Plan & Design	Revenue	0.046	0.033	0.041	0.042	0.042
	Operating expenses	1.563	1.601	1.593	1.520	1.563
	Transfer to Capital	2.000	2.594	5.626	3.363	1.864
		3.517	4.162	7.179	4.841	3.384
Traffic/Right of Way Mgt	Revenue	1.835	1.826	2.034	2.065	2.093
	Operating expenses	12.746	11.763	14.380	15.653	16.713
	Transfer to Capital	0.299	0.300	0.299	0.301	0.301
		11.210	10.237	12.646	13.889	14.921
Mill Rate Support/(Contribution)		**14.726**	**14.399**	**19.824**	**18.730**	**18.306**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	6.855	20.770	27.625

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Roadway Snow Removal and Ice Control

Includes:

- *Regional Streets Snow and Ice Removal*
- *Local Streets Snow and Ice Removal*
- *Sidewalk Snow and Ice Removal*
- *Park & Facility Snow and Ice Removal*
- *Snow Disposal Sites*

Description

Undertake effective roadway snow and ice control services in order to provide safe and accessible conditions on city streets and sidewalks during the winter season.

Key Goals

1. To provide the citizens of Winnipeg with safe and accessible roadway infrastructure during the winter months by delivering efficient and effective snow and ice control services.
2. To implement Best Management Practices for the municipal use of road salt for snow and ice control in winter months in accordance with Environment Canada's Code of Practice for Road Salt Management.
3. To work closely with the private sector to ensure there is a sustainable quantity of private sector equipment to assist the City in carrying out the winter snow clearing operations.
4. To examine various options for the provision of snow disposal sites and develop a long term strategy to provide this service in a cost-effective manner in the future.

Service Level Statistics

Description	2011	2012	2013
Annual Snowfall (centimetres)	106	112	150
Days of Snowfall (3 cm or more)	17	14	15
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	6	4	7
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	0	2	3
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	6	4	6
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	1	2	3
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	1	1	3
Alleys (Department Budgets for 2 events)	4	2	6
Salt Applied (tonnes)	16,046	25,835	22,547
Sand Applied (tonnes)	70,877	60,485	105,000
Snow Removed/Hauled (cubic metres)	604,800	64,003	757,982
Sidewalks Plowed (kilometres)	17,014	33,826	42,632

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.007	0.018	0.014		0.015	0.015
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.007**	**0.018**	**0.014**	**1**	**0.015**	**0.015**
Salaries and benefits	11.092	8.906	9.224		9.535	9.699
Services	29.076	17.312	17.939		18.921	19.926
Materials, parts, and supplies	5.720	4.544	4.769		4.797	4.820
Assets and purchases	0.022	0.012	0.011		0.013	0.012
Debt and finance charges	0.136	0.103	0.070		0.056	0.052
Grants, transfers and other	1.271	1.549	1.531		1.532	1.535
Recoveries	(1.368)	(0.528)	(0.364)		(0.369)	(0.373)
Operating expenses	**45.949**	**31.897**	**33.181**		**34.485**	**35.671**
Transfer to Capital	-	-	-		-	-
Total Expenses	**45.949**	**31.897**	**33.181**	**2**	**34.485**	**35.671**
Mill Rate Support/(Contribution)	**45.943**	**31.879**	**33.166**		**34.470**	**35.656**
Full-time Equivalent Positions	**151**	**135**	**136**		**137**	**137**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.004)
	(0.004)

2 Expenses

Council approved enhancements to the snow clearing and ice control service	1.057
Increase in salaries and benefits	0.295
Refinement of service-based view - allocated primarily from Roadway Construction and Maintenance service	0.134
Decrease to fleet equipment and fleet-related accounts	(0.161)
Decrease in debt and finance charges	(0.033)
Miscellaneous adjustments	(0.008)
	1.284

Full-time Equivalent Positions

Increase of 1 due to Council approved enhancements to the snow clearing and ice control service.

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Regl Streets Snow/Ice Removal	Revenue	0.007	-	-	-	-
	Operating expenses	16.954	12.405	12.234	12.636	12.994
	Transfer to Capital	-	-	-	-	-
		16.948	12.405	12.234	12.636	12.994
Local Streets Snow/Ice Removal	Revenue	0.000	0.011	0.007	0.007	0.007
	Operating expenses	22.474	14.930	15.311	15.962	16.563
	Transfer to Capital	-	-	-	-	-
		22.474	14.919	15.304	15.955	16.555
Sidewalk Snow/Ice Removal	Revenue	-	0.007	0.007	0.007	0.007
	Operating expenses	3.141	2.758	3.823	4.035	4.241
	Transfer to Capital	-	-	-	-	-
		3.141	2.751	3.816	4.028	4.233
Parks,Facility Snow,Ice Remove	Revenue	-	-	-	-	-
	Operating expenses	0.513	1.137	1.140	1.175	1.196
	Transfer to Capital	-	-	-	-	-
		0.513	1.137	1.140	1.175	1.196
Snow Disposal Sites	Revenue	-	-	-	-	-
	Operating expenses	2.867	0.667	0.672	0.677	0.679
	Transfer to Capital	-	-	-	-	-
		2.867	0.667	0.672	0.677	0.679
Mill Rate Support/(Contribution)		**45.943**	**31.879**	**33.166**	**34.470**	**35.656**

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Public Transit

Includes:

- *Regular Transit*
- *Handi-Transit*
- *Chartered and Special Events Transit*

Description

To plan, develop, and operate public transportation service in Winnipeg that:

- Provides mobility for those who do not or choose not to use other modes;
- Provides weekday peak period service levels that minimize the City's requirement for investment in roadway and bridge infrastructure;
- Reduces pollution generated by the overall urban transportation system; and
- Reduces energy use by urban transportation.

To provide a parallel public transportation service for people who are legally blind or who cannot use the regular transit system because of a physical disability.

Key Goals

1. Improve accessibility, mobility, comfort, convenience, and safety.
2. Improve speed, reliability and ridership.
3. Improve environmental sustainability.
4. Improve productivity.
5. Improve passenger information.
6. Improve service reliability. (Handi-Transit)
7. Improve productivity. (Handi-Transit)
8. Improve customer relations. (Handi-Transit)

Service Level Statistics

Regular and Chartered Transit

Description	2011	2012	2013
Number of Buses in Fleet	545	565	570
Easy Access Buses: Number	459	505	536
Easy Access Buses: % of Fleet	84%	90%	94%
Bus Hours Operated	1,424,321	1,483,561	1,517,237
Bus Kilometres Operated	27,927,427	29,146,974	29,689,903
Passengers Carried: Annual	47,450,258	48,930,272	49,553,997
Passengers Carried: Average Weekday	166,069	170,543	173,988
Number of Routes	89	93	93
Number of Bus Stops	5,095	5,133	5,145

Handi-Transit

Description	2011	2012	2013
Active Registrants at Year End	7,892	7,827	7,486
% of Registrants Age 65+	73%	74%	73%
Passengers Carried: Annual	508,682	487,989	487,519
Passengers Carried: Average Weekday	1,718	1,638	1,623
Customer No Shows (Annual)	7,175	6,744	7,060
Trip Requests Unable to Provide	2,734	3,568	4,522
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	56%	55%	56%
Wheelchair - % of Passengers Carried	29%	30%	30%
Ambulant - % of Passengers Carried	71%	70%	70%

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	85.481	83.994	86.337		90.814	94.107
Provincial funding (service specific)	35.141	40.259	41.144		43.329	44.758
Revenues	**120.623**	**124.253**	**127.481**	**1**	**134.143**	**138.865**
Salaries and benefits	93.601	102.436	107.711		111.932	116.158
Services	16.647	18.638	19.043		19.862	20.678
Materials, parts, and supplies	28.671	30.078	29.430		31.726	33.119
Assets and purchases	0.316	0.673	0.689		0.682	0.683
Debt and finance charges	12.036	12.858	11.359		11.879	12.693
Grants, transfers and other	17.699	9.806	9.785		16.014	18.420
Recoveries	(2.460)	(2.792)	(3.187)		(3.105)	(3.233)
Expenses	**166.511**	**171.697**	**174.831**	**2**	**188.990**	**198.519**
Mill Rate Support/(Contribution)	**45.888**	**47.443**	**47.350**		**54.847**	**59.655**
Full-time Equivalent Positions	**1,473**	**1,420**	**1,545**		**1,561**	**1,580**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in sales of goods and services	2.661
Increase in Provincial operating and support grants	0.885
Miscellaneous adjustments	(0.318)
	3.228

2 Expenses

Increase in salaries and benefits	5.275
Increase in bus parts	0.592
Net increase in the cost of services	0.404
Decrease in debt servicing costs	(1.499)
Decrease in motive fuels	(1.202)
Increase in recoveries	(0.395)
Decrease in transfer to Bus Replacement Reserve	(0.085)
Miscellaneous adjustments	0.044
	3.134

Full-time Equivalent Positions

Increase of 125 FTEs resulting from approved additions to service or complement including 102 from the Civic Establishment report (position management), Passups, Enhanced Public Safety on Transit, additions of service for 35 Maples, and temporary capital positions related to the Southwest Transitway (Stage 2) and Pembina Highway Underpass. Also included are 5 FTEs related to fleet expansion and bus technology changes.

Public Transit

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Regular Transit	Revenue	113.382	117.845	120.412	126.793	131.243
	Expense	154.599	160.259	162.643	176.320	185.349
		41.217	42.414	42.231	49.527	54.107
Handi-Transit	Revenue	5.605	6.113	6.218	6.483	6.744
	Expense	10.277	11.142	11.336	11.804	12.292
		4.671	5.029	5.119	5.320	5.548
Chartered Bus & Special Events	Revenue	1.635	0.295	0.852	0.867	0.878
	Expense	1.635	0.295	0.852	0.867	0.878
		-	-	-	-	-
Mill Rate Support/(Contribution)		**45.888**	**47.443**	**47.350**	**54.847**	**59.655**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
SW Rapid Transit - Stage 2 Res	8.856	8.914	7.310	3.150	3.172
SW Trwy - Stg 2 & Peb Hwy Udrp	-	-	-	3.414	8.559
Transit Bus Replacemt Res	7.158	16.766	0.281	0.838	0.949

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(in millions of $)	27.436	170.291	197.727

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Water

Includes:

- *Water Supply and Treatment*
- *Water Distribution*

Description

To provide citizens with a safe and adequate supply of potable water for residential and commercial use through water supply, storage, treatment, pumping, distribution and metering.

Key Goals

1. To improve the state of the environment and public health.
2. To exceed our customers' needs and expectations.
3. To continue improving water quality through ongoing operation and maintenance of the water treatment plant and the water distribution systems.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices.
6. To maintain a high quality safe working environment.
7. To improve information management.

Service Level Statistics

Description	2011	2012	2013
Number of residential accounts	186,600	187,279	189,216
Number of commercial and industrial accounts	10,342	10,372	10,410
Number of complaints - taste and odour *	174	198	215
Average daily volume of water pumped (ML/D)	219	229	204
Average volume of water pumped daily per capita (litres)	316	328	285
Kilometres of distribution water mains	2,531	2,557	2,585
Kilometres of feeder mains	148	150	150
Kilometres of water mains cleaned	442	306	344
Number of water main breaks	571	840	695
Number of hydrants	21,031	21,101	21,335
Number of water quality tests conducted	46,023	49,839	48,445
Average monthly residential water bill	$23.30	$24.09	$26.27
Number of reservoirs	4	4	4
Reservoir capacity (ML)	9,510	9,510	9,510
Number of Water Treatment Plants	1	1	1
Number of Water Treatment Plant tests conducted	38,811	37,259	42,568

* Reflects complaints received through the City's 311 system.

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	100.117	105.337	106.798		115.873	126.393
Provincial funding (service specific)	0.705	0.765	0.820		0.887	0.919
Revenues	**100.822**	**106.102**	**107.618**	**1**	**116.760**	**127.312**
Salaries and benefits	39.127	30.953	32.074		33.090	33.826
Services	19.404	17.348	21.028		21.300	21.551
Materials, parts, and supplies	13.387	14.222	14.985		15.197	15.293
Assets and purchases	0.675	0.875	0.984		1.000	0.983
Debt and finance charges*	11.858	17.173	14.736		12.903	13.086
Grants, transfers and other	21.331	22.651	23.502		23.631	23.754
Recoveries	(19.371)	(6.771)	(7.742)		(7.620)	(8.017)
Expenses	**86.411**	**96.451**	**99.568**	**2**	**99.501**	**100.476**
Surplus/(Deficit)	**14.411**	**9.651**	**8.050**		**17.259**	**26.836**
Full-time Equivalent Positions	**416**	**420**	**415**		**421**	**421**

***2013 Actual does not include principal payments on debt.**

The Water Utility maintains a retained earnings/working capital balance to fund capital projects on a pay as you go basis, to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue, and to pay dividends. The 2013 retained earnings position net of the dividend amount for the Water Utility is $42.449 million. The 2015 budgeted dividend is $12.379 million.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in water sales revenue	1.748
Miscellaneous adjustments	(0.232)
	1.516

2 Expenses

Fleet and equipment rentals	1.879
Increase in certificates, permits and licenses	1.147
Increase in salaries and benefits	1.121
Increase in Public Works Centralized Service costs	0.615
Increase in maintenance materials	0.566
Increase in transfer to Watermain Renewal Reserve	0.500
Decrease in debt and finance charges	(2.437)
Miscellaneous adjustments	(0.274)
	3.117

Full-time Equivalent Positions

Decrease due to refinement of service-based allocations.

Water

Service Detail Sub-Services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Water Supply & Treatment	Revenue	50.339	52.868	53.625	58.196	63.472
	Expense	42.440	49.112	49.006	48.978	49.393
		7.899	3.755	4.619	9.218	14.079
Water Distribution	Revenue	50.483	53.234	53.993	58.564	63.841
	Expense	43.971	47.339	50.562	50.523	51.083
		6.512	5.895	3.431	8.041	12.758
Surplus/(Deficit)		**14.411**	**9.651**	**8.050**	**17.259**	**26.836**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Watermain Renewal Reserve	3.787	4.872	5.403	5.434	4.964

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(in millions of $)	64.184	139.386	203.570

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Wastewater

Includes:

- *Wastewater Collection*
- *Wastewater Treatment*

Description

To provide property owners with the collection, transmission, disposal, treatment and monitoring of wastewater in order to ensure the environmentally appropriate handling of high volume sewage discharge.

Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To successfully develop and implement the Winnipeg Sewage Treatment Program.
5. To operate and upgrade the Water Pollution Control Centres to achieve environmental licence requirements.
6. To strive to better monitor and reduce combined sewer overflows.
7. To implement best practices throughout the Department.
8. To maintain a high quality safe working environment for our staff.
9. To improve information management in the Department.

Service Level Statistics

Description	2011	2012	2013
Number of billed sewer accounts	195,807	197,530	199,498
Number of complaints - raw sewer backup*	589	748	1,017
Number of complaints - clean sewer backup*	428	495	772
Volume of wastewater processed (ML/D)	290	248	245
Kilometres of collection system pipeline**	2,548	2,549	2,579
Number of pumping stations	74	74	74
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	316	169	104
Number of industrial waste tests conducted	45,795	26,761	40,938
Number of treatment plant tests conducted	103,750	107,601	110,796
Number of maintenance holes	44,918	45,518	46,266
Average monthly residential sewer bill	$29.86	$31.75	$36.09

* Reflects total complaints received through the City's 311 system. After investigation, it has been determined that a high percentage of these are problems within the customers own system (i.e. not within the City system).

** Includes sanitary, combined and interceptor sewers.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	147.461	156.315	159.302		172.665	187.445
Provincial funding (service specific)	0.890	0.863	0.882		0.885	0.906
Revenues	**148.351**	**157.178**	**160.184**	**1**	**173.550**	**188.351**
Salaries and benefits	18.098	30.185	31.230		32.967	33.761
Services	31.241	24.793	27.075		27.362	29.130
Materials, parts, and supplies	10.056	9.812	10.330		10.444	11.845
Assets and purchases	0.123	0.059	0.126		0.056	0.057
Debt and finance charges*	3.302	1.750	0.005		0.437	6.258
Grants, transfers and other	56.102	62.663	68.356		69.776	72.192
Recoveries	(4.508)	(2.204)	(2.119)		(2.119)	(2.122)
Expenses	**114.415**	**127.059**	**135.003**	**2**	**138.924**	**151.122**
Surplus/(Deficit)	**33.937**	**30.119**	**25.181**		**34.626**	**37.229**
Full-time Equivalent Positions	**395**	**403**	**414**		**420**	**420**

***2013 Actual does not include principal payments on debt.**

The Wastewater Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue and to pay dividends. The 2013 retained earnings position net of the dividend amount for the Wastewater Utility is $78.239 million. The 2015 budgeted dividend is $18.352 million.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in sewer services revenue	4.200
Decrease in hauled waste revenue	(0.520)
Decrease in industrial waste surcharge	(0.500)
Miscellaneous adjustments	(0.174)
	3.006

2 Expenses

Increase in transfer to Sewer Rehabilitation Reserve due to infrastructure requirements	4.800
Increase in landfill tipping fees	2.083
Increase in salaries and benefits	1.044
Increase in transfer to Environmental Projects Reserve	0.662
Increase in materials and supplies	0.518
Increase in grants for private sewer repairs	0.350
Decrease in debt and finance charges	(1.745)
Miscellaneous adjustments	0.232
	7.944

Wastewater

Full-time Equivalent Positions

Increase primarily due to operational requirements for the South End Pollution Control Centre expansion and allocation of internal support.

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Wastewater Collection	Revenue	71.923	75.819	77.842	84.525	91.925
	Expense	50.547	55.504	58.379	60.044	64.899
		21.376	20.315	19.463	24.481	27.026
Wastewater Treatment	Revenue	76.428	81.358	82.342	89.025	96.425
	Expense	63.867	71.555	76.625	78.880	86.222
		12.561	9.804	5.717	10.145	10.203
Surplus/(Deficit)		**33.937**	**30.119**	**25.181**	**34.626**	**37.229**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Environmental Projects Reserve	67.338	72.758	72.052	63.078	60.620
Sewer System Rehab Reserve	17.821	13.621	10.026	5.702	4.319

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	261.801	942.024	1,203.825

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Land Drainage and Flood Control

Includes:

- *Flood Control*
- *Land Drainage*

Description

To provide property owners with storm and flood water control in order to prevent flood damage to property.

Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.
6. To investigate options to improve aesthetics at stormwater retention basins (SRB).

Service Level Statistics

Description	2011	2012	2013
Number of stormwater retention basins (SRB)	68	69	71
Number of permanent flood pumping stations*	34	34	34
Number of SRB pumping stations	5	5	5
Number of land drainage underpass stations	10	10	10
Kilometres of land drainage sewer mains	1,124	1,139	1,173
Kilometres of storm relief sewer mains	184	187	187
Peak river elevations (>8.5 feet) - spring	20.5	18.9	18.8
Peak river elevations (>8.5 feet) - summer	17.8	16.6	16.5

* Six of the permanent flood pumping stations are combined with sanitary lift stations.

Land Drainage and Flood Control

Contributing Departments

Water and Waste	81 %
Public Works	19 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	13.944	12.158	11.802		11.408	11.911
Provincial funding (service specific)	-	-	-		-	-
Revenues	**13.944**	**12.158**	**11.802**	**1**	**11.408**	**11.911**
Salaries and Benefits	0.328	2.286	2.246		2.275	2.301
Services	4.625	2.034	2.583		2.596	2.629
Materials, parts and supplies	0.713	0.946	0.651		0.650	0.658
Assets and purchases	-	-	-		-	-
Debt and finance charges	4.403	2.825	1.600		1.048	0.993
Grants, transfers and other	0.016	0.003	0.003		0.003	0.003
Recoveries	(0.451)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**9.634**	**8.094**	**7.083**		**6.572**	**6.585**
Transfer to Capital	5.198	4.598	7.445		5.708	6.200
Total Expenses	**14.832**	**12.692**	**14.528**	**2**	**12.280**	**12.784**
Mill Rate Support/(Contribution)	**0.888**	**0.534**	**2.726**		**0.872**	**0.873**
Full-time Equivalent Positions	**35**	**34**	**32**		**31**	**31**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in transfer from Wastewater	(0.356)
	(0.356)

2 Expenses

Increase in transfer to capital	2.847
Increase in certificates, permits and licenses	0.200
Decrease in debt and finance charges	(1.225)
Miscellaneous adjustments	0.014
	1.836

Full-time Equivalent Positions

Decrease in operational requirements.

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Flood Control	Revenue	-	-	-	-	-
	Operating expenses	4.253	3.039	2.391	2.172	2.172
	Transfer to Capital	2.525	2.149	2.126	2.175	2.386
		6.778	5.188	4.518	4.347	4.558
Land Drainage	Revenue	13.944	12.158	11.802	11.408	11.911
	Operating expenses	5.380	5.055	4.692	4.400	4.413
	Transfer to Capital	2.673	2.449	5.318	3.533	3.813
		(5.890)	(4.655)	(1.791)	(3.475)	(3.685)
Mill Rate Support/(Contribution)		**0.888**	**0.534**	**2.726**	**0.872**	**0.873**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	8.095	32.058	40.153

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Solid Waste Collection

Description

2013 was the first full year of implementation of the Comprehensive Integrated Waste Management Strategy (CIWMS). The amount of garbage collected and landfilled through the residential collection program in 2013 decreased 21% from 2011 tonnage, the last full year of the old services.

The new collection services include weekly collection of garbage carts from all single-family homes. Other miscellaneous services include surplus waste collection, large item collection, dead animal collection and collection of appliances.

Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.

Service Level Statistics

Description	2011	2012	2013
Number of dwelling units served	281,702	283,546	286,600
Number of small commercial clients*	412	563	579
Number of small commercial billings per year*	1,648	2,252	2,316
Weight of residential garbage collected (tonnes)	209,741	201,741	173,897
Weight of garbage generated per capita (kilograms)	303	286	249
Number of garbage collection contracts	9	7	7
Number of bulky waste billings per year**	4,856	9,095	15,258

* 2011 and 2012 numbers have been restated.

** Rate for bulky waste was changed to "per unit" basis and the "free zone" was eliminated effective October, 2012.

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.928	0.875	1.075		1.297	1.310
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.928**	**0.875**	**1.075**	**1**	**1.297**	**1.310**
Salaries and benefits	1.043	1.404	1.219		1.254	1.281
Services	17.432	17.847	17.595		18.804	22.149
Materials, parts, and supplies	0.099	0.190	0.049		0.056	0.057
Assets and purchases	0.019	0.022	0.186		0.169	0.173
Debt and finance charges	(0.018)	0.008	0.008		0.008	0.008
Grants, transfers and other	0.090	0.081	0.064		0.064	0.064
Recoveries	(0.051)	(0.006)	-		-	-
Operating Expenses	**18.613**	**19.546**	**19.122**		**20.356**	**23.732**
Transfer to Capital	-	-	-		-	-
Total Expenses	**18.613**	**19.546**	**19.122**	**2**	**20.356**	**23.732**
Mill Rate Support/(Contribution)	**17.685**	**18.671**	**18.047**		**19.059**	**22.422**
Full-time Equivalent Positions	**17**	**18**	**15**		**15**	**15**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in small commercial collection revenue	0.217
Decrease in bulky waste pick up revenue	(0.149)
Miscellaneous adjustments	0.132
	0.200

2 Expenses

Increase in collection costs due to increased contract costs plus inflation adjustments	1.060
Purchase of garbage carts (previously funded from the Capital Budget)	0.144
Decrease in landfill tipping fees from reduced tonnage resulting from improved diversion rates	(0.840)
Refinement of service-based view for litter collection - allocated to City Beautification	(0.594)
Non-recurring computer software expense from 2014 (implementation of GIS software in collection trucks)	(0.121)
Miscellaneous adjustments	(0.073)
	(0.424)

Full-time Equivalent Positions

Decrease due to refinement of service-based view.

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Solid Waste Disposal

Description

The Brady Road Resource Management Facility is the only active landfill for the City of Winnipeg and takes all of the City's residential garbage and some of the commercial garbage.

In 2013, the amount of garbage collected and landfilled through the residential collection program decreased 21% from 2011 tonnage, the last full year of the old collection service.

The facility is open every day of the year except for New Year's Day, Remembrance Day, and Christmas Day.

This area also includes the maintenance and environmental monitoring of the 33 closed landfills within the City.

Key Goals

1. To improve the state of the environment / public health.
2. To increase opportunities to reduce the amount of material landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.
7. To initiate landfill gas recovery projects to reduce greenhouse gases.

Service Level Statistics

Description	2011	2012	2013
Number of tonnes disposed	428,152	432,653	394,924
Total number of small load vehicles*	96,661	93,585	93,506
Total number of commercial and residential vehicles	61,409	62,537	67,485
Number of landfill accounts	489	823	851
Number of landfill billings per year	5,868	9,876	10,212

* Small load vehicles statistics represent residents hauling their own residential garbage (old fences, furniture and fixtures etc.) by car or truck to the landfill.

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	19.996	11.413	14.147		14.126	14.231
Provincial funding (service specific)	4.707	1.893	1.939		1.944	1.959
Revenues	**24.703**	**13.306**	**16.086**	**1**	**16.070**	**16.190**
Salaries and benefits	2.327	3.155	3.884		3.925	4.044
Services	7.031	9.269	7.997		7.804	8.155
Materials, parts, and supplies	0.570	0.645	0.643		0.656	0.668
Assets and purchases	0.002	0.001	0.091		0.001	0.001
Debt and finance charges*	0.471	0.437	0.366		0.391	0.440
Grants, transfers and other	2.294	0.595	0.673		0.690	0.707
Recoveries	(0.264)	(1.426)	(0.005)		(0.005)	(0.005)
Expenses	**12.430**	**12.675**	**13.647**	**2**	**13.463**	**14.010**
Surplus/(Deficit)	**12.273**	**0.630**	**2.439**		**2.606**	**2.180**
Full-time Equivalent Positions	**56**	**53**	**53**		**47**	**48**

***2013 Actual does not include principal payments on debt.**

The Solid Waste Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Net increase in tipping fee revenue	2.652
Miscellaneous adjustments	0.128
	2.780

2 Expenses

Increase in leachate treatment and hauling	0.793
Increase in salaries and benefits	0.729
Net transfer of biosolids composting costs to recycling and waste diversion	0.209
Decrease in allocated department costs	(0.449)
Reduction in contract costs for Brady Road Resource Management Facility	(0.322)
Miscellaneous adjustments	0.012
	0.972

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Brady Landfill Rehab Reserve	4.959	5.215	5.567	5.921	6.276

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	2.050	17.600	19.650

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Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

Description

2013 was the first full year of implementation of the Comprehensive Integrated Waste Management Strategy (CIWMS), which aims to increase the waste diversion rate from 15% prior to the plan's implementation to over 50%. The waste diversion rate in 2013 was 28.1%, far surpassing expectations in the first year of the program, and is a 55% increase since the implementation of the new services.

The new services include weekly collection of recycling carts from all single-family homes, and biweekly curbside collection of leaf and yard waste.

In 2013, the windrow-style yard waste composting facility was constructed. The composting pad is 11 hectares and is capable of processing more than 25,000 tonnes of yard waste annually.

In 2013, waste minimization services included waste diversion depots (Chip In depots and seven general use recycling depots around the City). The division also supports Giveaway weekends, a backyard composting program, and other educational initiatives.

Programs related to household hazardous waste, electronic waste and used oil recycling are regulated by the Province of Manitoba and managed by product stewards.

The Brady Road Resource Management Facility is the future home to the first 4R Winnipeg Depot.

Key Goals

1. To improve the state of the environment / public health.
2. To increase the opportunity to reduce the amount of material being landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.

Service Level Statistics

Description	2011	2012	2013
Number of dwelling units served	281,702	283,546	286,600
Weight of residential recycling material collected (tonnes)	44,271	48,133	53,657
Average weight of residential recycling per household (kg)*	157	170	187
Total compostable yard waste (tonnes)*	7,778	11,327	23,223
Total Chip-In program recycling (tonnes)	44	71	66
Total backyard composters sold	2,666	2,314	2,167
Average commodity price per tonne of recyclables sold	$127.95	$97.40	$88.17

* 2011 and 2012 numbers have been restated.

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	7.980	20.064	20.940		23.187	25.011
Provincial funding (service specific)	-	2.700	2.790		2.790	2.790
Revenues	**7.980**	**22.764**	**23.730**	**1**	**25.977**	**27.801**
Salaries and benefits	1.023	2.485	2.626		3.824	4.831
Services	17.120	16.526	19.824		21.147	24.426
Materials, parts, and supplies	0.094	0.076	0.160		0.215	0.229
Assets and purchases	0.005	0.024	0.197		0.201	0.205
Debt and finance charges	-	3.005	2.376		2.599	3.039
Grants, transfers and other	0.143	1.354	0.368		0.368	0.368
Recoveries	(0.001)	-	(0.387)		(0.396)	(0.404)
Expenses	**18.384**	**23.470**	**25.165**	**2**	**27.959**	**32.695**
Surplus/(Deficit)	**(10.404)**	**(0.706)**	**(1.435)**		**(1.982)**	**(4.895)**
Full-time Equivalent Positions	**27**	**27**	**40**		**61**	**76**

The Solid Waste Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in grant from Multi-Material Stewardship Manitoba	1.058
Increase in waste diversion fee revenue	0.701
Increase in small load tipping fee revenue	0.274
Decrease in sale of recyclables	(1.144)
Miscellaneous adjustments	0.077
	0.966

2 Expenses

Increase in recycling collection costs	1.085
Increase in recycling processing costs	0.923
Increase in fleet costs for new 4R Winnipeg Depots and composting pad	0.389
Increase in allocated costs for share of 311 costs	0.342
Increase in collection costs for leaf and yard waste	0.307
Increase in costs for services for new 4R Winnipeg Depots	0.160
Purchase of recycling carts (previously funded from the Capital Budget)	0.146
Decrease in transfer to the Waste Diversion Reserve	(1.000)
Decrease in debt and finance charges	(0.609)
Decrease in landfill tipping fees	(0.363)
Miscellaneous adjustments	0.315
	1.695

Recycling and Waste Diversion

Full-time Equivalent Positions

Positions were added to support the new 4R Winnipeg Depot and refinement of service-based view.

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Recycling	Revenue	7.980	16.387	16.689	17.366	18.969
	Operating expenses	18.384	18.146	19.286	20.299	23.194
	Transfer to Capital	-	-	-	-	-
		(10.404)	(1.759)	(2.597)	(2.932)	(4.225)
Waste Diversion	Revenue	-	6.377	7.041	8.611	8.832
	Operating expenses	0.000	5.325	5.879	7.660	9.502
	Transfer to Capital	-	-	-	-	-
		0.000	1.053	1.162	0.950	(0.670)
Surplus/(Deficit)		**(10.404)**	**(0.706)**	**(1.435)**	**(1.982)**	**(4.895)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Waste Diversion Reserve	0.952	0.678	0.247	0.552	0.859

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	1.800	5.150	6.950

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Parks and Urban Forestry

Includes:

- *Park Grass Maintenance*
- *Park Amenity Maintenance*
- *Athletic Field Maintenance*
- *Park Pathway Maintenance*
- *Park Planning / Development*
- *Tree Planting*
- *Tree Pruning & Removal (non-DED)*
- *Dutch Elm Disease Control (DED)*
- *Weed Control*
- *Natural Areas Management*
- *Playground Management*
- *Winter Amenity Maintenance*
- *Boulevard Maintenance*

Description

To enhance the quality of life for citizens and visitors by providing services that focus on maintenance, preservation and stewardship of parks, open spaces, the urban forest and natural areas.

This service includes park, boulevard, and open space maintenance; litter collection; athletic field maintenance; pathway maintenance; park planning and development (shared with Planning, Property and Development); tree planting, pruning, removal; Dutch Elm Disease control (inspection, removal, disposal, public education); weed control (inspection, serving of weed notices); natural areas management (replanting of native species, controlled burns, native and invasive species monitoring, education); playground equipment inspection and repair; and winter amenity maintenance (knock-down hockey rinks, pleasure skating rinks/ponds, toboggan slides/hills, park pathway snow clearing, cross-country ski trails and speed skating oval maintenance).

Key Goals

1. Maintain and improve parks, athletic fields, playgrounds and related amenities to meet community leisure needs and interests.
2. Provide natural environment and conservation education.
3. Preserve and enhance natural areas across the City's park and open space system.
4. Protect and enhance the urban forest through effective tree care practices and replacement planting.
5. Invest strategically in new and existing infrastructure.

Service Level Statistics

Description	2011	2012	2013
Number of park and open space parcels	1,128	1,333 [B]	1,336 [B]
Total hectares of parks and open spaces	3,594 [A]	3,591 [A],[B]	3,510 [A],[B]
Hectares of park and boulevard turf mowing	2,408	2,554 [B]	2,456 [B]
Park pathways/walkways maintained (linear km.)**	239	217 [B]	231 [B]
Number of environmental program participants	8,143	8,456	9,633
Ecologically significant natural areas	445	449	457
Number of athletic fields	604	604	604*
Number of boulevard and park trees***	280,000	280,000	299,675
Number of trees planted	1,353	1,446	2,292
Number of DED trees and non-DED trees removed	5,129/1,704	4,930/2,028	6,508/2,012
Number of trees pruned	15,558	23,147	23,783
Number of playground equipment sites inspected and maintained (includes toboggan slide sites)	502	485*	505*

* New Geographic Information System being implemented, inventory is being refined.

** Statistic only includes pathways contained within park sites, does not include 33 km of cross country ski trails.

*** Estimated number of trees; multi-year tree inventory is being conducted.

[A] Includes 589 hectares of boulevards. [B] Does not include data from Assiniboine Park.

Parks and Urban Forestry

Contributing Departments

Public Works 95 %
Planning, Prop. & Devl. 5 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	1.008	0.582	0.588		0.599	0.608
Provincial funding (service specific)	1.000	1.560	1.005		1.005	1.005
Revenue	**2.008**	**2.142**	**1.593**	**1**	**1.604**	**1.613**
Salaries and benefits	19.624	19.234	19.819		20.430	20.789
Services	10.397	10.887	10.676		10.850	11.053
Materials, parts, and supplies	2.894	2.809	2.874		2.915	2.946
Assets and purchases	0.084	0.089	0.039		0.040	0.040
Debt and finance charges	1.718	1.119	1.135		0.924	0.943
Grants, transfers and other	2.793	3.347	3.496		3.531	3.568
Recoveries	(3.115)	(2.179)	(2.364)		(2.385)	(2.391)
Operating expenses	**34.394**	**35.306**	**35.673**		**36.304**	**36.949**
Transfer to Capital	4.964	9.946	3.358		5.106	4.766
Total Expenses	**39.359**	**45.251**	**39.031**	**2**	**41.409**	**41.715**
Mill Rate Support/(Contribution)	**37.351**	**43.109**	**37.438**		**39.806**	**40.102**
Full-time Equivalent Positions	**329**	**314**	**313**		**315**	**315**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Enhanced Dutch Elm Disease Strategy not implemented	(0.550)
Miscellaneous adjustments	0.001
	(0.549)

2 Expenses

Refinement of service-based view - allocated primarily from City Beautification service	0.871
Increase in salaries and benefits	0.554
Increase in fleet equipment and fleet-related accounts	0.177
Transfer to Capital	(6.588)
Enhanced Dutch Elm Disease Strategy not implemented	(1.100)
Impact of elimination of Park Patrol and Park Ambassadors program	(0.091)
Decrease in grants	(0.060)
Miscellaneous adjustments	0.017
	(6.220)

Full-time Equivalent Positions

Net decrease of 1 due to Enhanced Dutch Elm Disease Strategy not being implemented (decrease of 7), elimination of Park Patrol and Park Ambassadors program (decrease of 1), refinement of service-based view (increase of 6 primarily from City Beautification service), and increase in establishment for project management (increase of 1).

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Park Grass Maintenance	Revenue	-	-	-	-	-
	Operating expenses	6.654	7.478	7.694	7.876	8.023
	Transfer to Capital	-	-	-	-	-
		6.654	7.478	7.694	7.876	8.023
Park Amenity Maintenance	Revenue	0.180	0.049	0.037	0.037	0.037
	Operating expenses	4.217	3.615	3.950	3.986	4.039
	Transfer to Capital	1.541	3.009	-	-	-
		5.578	6.575	3.913	3.949	4.002
Athletic Field Maintenance	Revenue	0.323	0.400	0.414	0.423	0.430
	Operating expenses	2.400	2.413	2.748	2.792	2.833
	Transfer to Capital	0.200	0.500	0.062	0.102	0.099
		2.278	2.513	2.396	2.471	2.503
Park Pathway Maintenance	Revenue	-	-	-	-	-
	Operating expenses	0.372	0.305	0.305	0.309	0.314
	Transfer to Capital	0.151	0.151	0.149	0.074	0.073
		0.523	0.456	0.455	0.383	0.387
Park Planning/Development	Revenue	0.420	0.011	0.018	0.018	0.018
	Operating expenses	2.932	2.221	2.882	2.934	3.037
	Transfer to Capital	1.982	3.585	2.953	4.087	3.755
		4.494	5.796	5.816	7.003	6.773
Tree Planting	Revenue	0.001	0.001	-	-	-
	Operating expenses	1.392	1.883	1.851	1.855	1.881
	Transfer to Capital	-	-	-	-	-
		1.392	1.882	1.851	1.855	1.881
Tree Pruning & Removal	Revenue	-	0.002	-	-	-
	Operating expenses	5.063	4.641	4.663	4.753	4.830
	Transfer to Capital	0.191	0.500	0.193	0.843	0.839
		5.254	5.139	4.856	5.596	5.669
Dutch Elm Disease Control	Revenue	1.000	1.551	1.000	1.000	1.000
	Operating expenses	4.945	5.888	4.893	5.015	5.115
	Transfer to Capital	-	1.300	-	-	-
		3.945	5.637	3.893	4.015	4.115
Weed Control	Revenue	0.064	0.083	0.085	0.087	0.089
	Operating expenses	0.902	0.917	0.904	0.928	0.945
	Transfer to Capital	-	-	-	-	-
		0.838	0.834	0.819	0.841	0.856
Natural Areas Management	Revenue	0.019	0.046	0.039	0.039	0.039
	Operating expenses	0.716	0.919	0.940	0.961	0.977
	Transfer to Capital	-	-	-	-	-
		0.698	0.873	0.901	0.922	0.938
Playground Management	Revenue	-	-	-	-	-
	Operating expenses	1.041	1.049	0.999	0.958	0.950
	Transfer to Capital	0.900	0.900	-	-	-
		1.941	1.949	0.999	0.958	0.950

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Winter Amenity Maintenance	Revenue	-	-	-	-	-
	Operating expenses	1.176	1.389	1.245	1.277	1.297
	Transfer to Capital	-	-	-	-	-
		1.176	1.389	1.245	1.277	1.297
Boulevard Maintenance	Revenue	-	-	-	-	-
	Operating expenses	2.581	2.587	2.599	2.659	2.708
	Transfer to Capital	-	-	-	-	-
		2.581	2.587	2.599	2.659	2.708
Mill Rate Support/(Contribution)		**37.351**	**43.109**	**37.438**	**39.806**	**40.102**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Land Dedication Reserve	5.049	7.116	5.824	6.024	6.225

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	8.182	43.805	51.987

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City Beautification

Includes:

- *Litter Collection*
- *Public Gardens / Landscaping*
- *Ornamental Lighting / Flags & Banners / Public Art*
- *Graffiti Control*
- *Regional Street Cleaning*
- *Local Street Cleaning*

Description

To provide citizens and visitors with flower gardens, streetscaping, cleanliness, graffiti control and public art in order to promote the aesthetic appeal of the City of Winnipeg.

Key Goals

1. Maintain and continuously improve image route streetscaping to contribute to the beautification of our city.
2. Continue to beautify the city through enhanced floral displays, streetscaping, street cleaning and other clean and green initiatives.
3. Reduce graffiti occurrences through ongoing education and awareness while improving the level of service for graffiti removal through partnerships with volunteer community groups and maintaining a database for tracking graffiti incidents.

Service Level Statistics

Description	2011	2012	2013
Number of litter containers in park sites	2,910	2,750*	2,750*
Number of street litter containers	1,587	1,587	1,566
Tonnes of boulevard abrasives removed (streets only)	27,200	32,070	24,045
Flower Beds (raised/fixed) (m2)	5,753	3,267*	3,267*
Flower Beds (in-ground) (m2)	21,600	23,391*	23,391*
Flower planters (m2)	3,038	1,604*	1,604*
Hanging baskets (m2)	23	10*	10*
Number of park lighting units	2,661	3,828*	3,828*
Number of community clean up & Adopt-A-Park projects	33	27	28
Number of graffiti tags removed	11,718	15,413	8,637
Square metres of graffiti removed	35,768	53,520	43,152
Number of graffiti sites treated	5,492	6,716	3,842
Number of public art projects completed	6	6**	5**
Number of flags	40	67*	67*

* A physical inventory was conducted under the 2012 Parks and Open Space Asset Management data capture. Inventory excludes Assiniboine Park.

** Source: Winnipeg Arts Council

City Beautification

Contributing Departments

Public Works 98 %
Planning, Prop. & Devl. 2 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.092	0.009	0.007		0.007	0.007
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.092**	**0.009**	**0.007**	**1**	**0.007**	**0.007**
Salaries and benefits	7.555	8.001	7.785		8.015	8.157
Services	5.938	6.727	6.274		6.357	6.441
Materials, parts, and supplies	1.437	1.168	1.134		1.105	1.123
Assets and purchases	0.010	0.059	0.031		0.035	0.035
Debt and finance charges	0.136	0.052	0.028		0.026	0.025
Grants, transfers and other	1.164	1.652	1.585		1.593	1.603
Recoveries	(0.704)	(0.533)	(0.498)		(0.502)	(0.505)
Operating expenses	**15.536**	**17.126**	**16.339**		**16.629**	**16.879**
Transfer to Capital	0.339	0.259	0.147		0.179	0.178
Total Expenses	**15.874**	**17.385**	**16.486**	**2**	**16.808**	**17.057**
Mill Rate Support/(Contribution)	**15.782**	**17.376**	**16.479**		**16.801**	**17.050**
Full-time Equivalent Positions	**124**	**128**	**119**		**120**	**120**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.002)
	(0.002)

2 Expenses

Refinement of service-based view for litter collection - allocated from Solid Waste Collection service	0.503
Increase in salaries and benefits	0.204
Increase in fleet equipment and fleet-related accounts	0.046
Eliminate enhanced summer and general fall sweeping program on local streets, maintain service on an as required basis.	(0.700)
Refinement of service-based view - allocated primarily to Parks and Urban Forestry service	(0.659)
Reduce downtown and image route flower planting	(0.177)
Transfer to Capital	(0.112)
Decrease in debt and finance charges	(0.024)
Miscellaneous adjustments	0.020
	(0.899)

City Beautification

Full-time Equivalent Positions

Decrease of 9 due to reduction in downtown and image route flower planting (3), elimination of enhanced summer and general fall sweeping program on local streets (2), and refinement of service-based view (4). Refinement of service-based view allocated to Roadway Construction and Maintenance (1), Parks and Urban Forestry (6) and from Solid Waste Collection (3).

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Litter Collection	Revenue	-	-	-	-	-
	Operating expenses	3.083	3.749	3.883	3.975	4.045
	Transfer to Capital	-	-	-	-	-
		3.083	3.749	3.883	3.975	4.045
Public Gardens/Landscaping	Revenue	0.083	0.008	0.007	0.007	0.007
	Operating expenses	3.883	4.030	3.871	3.919	3.995
	Transfer to Capital	0.308	0.216	0.122	0.149	0.148
		4.109	4.238	3.986	4.062	4.136
OrnLight/Flags,Banners/PubArt	Revenue	0.008	-	-	-	-
	Operating expenses	0.792	0.850	0.793	0.811	0.825
	Transfer to Capital	0.031	0.043	0.024	0.029	0.029
		0.815	0.892	0.817	0.841	0.854
Graffiti Control	Revenue	0.001	-	-	-	-
	Operating expenses	1.102	1.279	1.296	1.317	1.331
	Transfer to Capital	-	-	-	-	-
		1.101	1.279	1.296	1.317	1.331
Regional Street Cleaning	Revenue	-	-	-	-	-
	Operating expenses	2.746	3.299	3.299	3.358	3.399
	Transfer to Capital	-	-	-	-	-
		2.746	3.299	3.299	3.358	3.399
Local Street Cleaning	Revenue	-	-	-	-	-
	Operating expenses	3.929	3.919	3.197	3.249	3.285
	Transfer to Capital	-	-	-	-	-
		3.929	3.919	3.197	3.249	3.285
Mill Rate Support/(Contribution)		**15.782**	**17.376**	**16.479**	**16.801**	**17.050**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	1.300	6.500	7.800

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Winnipeg Fleet Management Agency (SOA)

Description

Winnipeg Fleet Management Agency provides economical, state-of-the-art, safe and eco-friendly fleet vehicle, equipment and other asset management services to The City of Winnipeg and other public sector organizations, in support of their service delivery. The Agency delivers the following comprehensive fleet management services:

1. Specification, inspection and contract administration
2. Insurance, licensing and registration
3. Manufacturing and fabrication
4. Seasonal and short-term rentals
5. Surplus sales and disposal
6. Fleet supply with maintenance lease
7. Fuel
8. Repair and maintenance
9. Operator training and accident reporting; funded by the Agency, outsourced to and independently managed by the Public Works Department.

Key Goals

1. Provide planned, and unscheduled, fleet vehicles and equipment to City departments, meeting operational performance, environmental, and safety requirements.
2. Maintain Fleet Service Centres to support the City's geographically dispersed and varying fleet, providing superior customer service, reliability and safety.
3. Manage the City's fuel distribution system on a day-to-day and emergency basis, providing a safe, dependable and convenient fuel supply.

Service Level Statistics

Description	2011	2012	2013
Number of vehicle and equipment units managed*	1,947	2,014	2,224
Number of vehicle and equipment bid opportunities completed	106	75	55
Number of vehicle and equipment units acquired	262	182	236
Number of insurance and license registrations completed	1,739	1,768	1,805
Number of service repairs, by work order lines completed	40,789	36,248	29,298
Number of service labour hours completed	61,579	64,685	66,035
Number of parts transactions	49,305	40,846	34,511
Number of fuel fill-up transactions and odometer readings verified	114,320	112,144	116,205
Litres of unleaded gasoline, clear diesel, and marked diesel provided	8,037,825	8,096,954	8,133,861
Number of vehicle and equipment motor pool rental days provided	67,678	74,472	89,703
Number of vehicle and equipment units disposed	108	115	26

* The increase in fleet units managed reflects expansion of the Winnipeg Police Service fleet, conversion of a portion of external rentals to internal rentals and external long-term rentals to fleet leases, and fleet units awaiting disposal.

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	45.669	48.855	50.737		52.677	54.471
Provincial funding (service specific)	0.733	0.629	0.159		0.162	0.165
Revenues	**46.402**	**49.484**	**50.896**	**1**	**52.839**	**54.636**
Salaries and benefits	8.851	9.941	11.246		11.444	11.606
Services	8.003	6.540	7.504		7.504	7.654
Materials, parts, and supplies	11.769	11.620	12.141		12.156	12.377
Assets and purchases	0.180	0.167	0.189		0.192	0.196
Debt and finance charges	15.213	18.000	18.461		20.331	21.556
Grants, transfers and other	3.750	1.173	1.440		1.296	1.239
Recoveries	(0.007)	-	(0.007)		(0.008)	(0.008)
Expenses	**47.760**	**47.442**	**50.973**	**2**	**52.916**	**54.620**
Surplus/(Deficit)	**(1.358)**	**2.042**	**(0.077)**		**(0.078)**	**0.016**
Full-time Equivalent Positions	**114**	**120**	**136**		**136**	**136**

Winnipeg Fleet Management Agency (FMA) is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.

The 2014 accumulated surplus position (unaudited) is $21.88 million. The 2015 budgeted dividend to the General Revenue Fund will reduce Surplus/(Deficit) by $92,000.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in rental income	0.832
Increase in fuel sales	0.431
Increase in services and parts revenue	0.219
Decrease in fleet leases	(0.070)
	1.412

2 Expenses

Increase in salaries and benefits	1.305
Increase in services	0.964
Increase in amortization	0.837
Increase in fuel	0.392
Increase in repair facility lease	0.145
Increase in supplies	0.077
Increase in parts	0.032
Decrease in interest	(0.374)
Miscellaneous adjustments	0.153
	3.531

Winnipeg Fleet Management Agency (SOA)

Full-time Equivalent Positions

Increase of 11 FTEs due to conversion to an in-house repair service at the East Yards Complex (10) and due to supervision and management of heavy vehicle and specialty equipment repair and maintenance facility (1). Includes 5 temporary FTEs not included in 2014 (for position management).

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Winnipeg Parking Authority (SOA)

Description

The Parking Authority manages fees for on and off-street parking and City owned public parking facilities. It provides leadership to local parking service providers, and encourages the development of all parking services in support of public policy objectives.

Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking.
2. Improve the quality of service offered to customers.
3. Maintain coordination with key stakeholder groups.
4. Provide effective facilities management, optimizing the productive use of physical assets.
5. Optimize use of off-street facilities for longer-term parking, and on-street parking for short-term occupancy.

Service Level Statistics

Description	2011	2012	2013
Number of Pay Stations on Street*	631	626	637
Number of Pay Stations in City Lots**	23	12	10
Number of Parking and Non-Moving Violations Issued	166,356	164,041	142,697

* Long term construction projects can impact the number of on-street paystations on a year over year basis.
** Closure of additional civic lots due to sale resulted in lowered number of deployed paystations.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	15.761	16.542	17.165		17.393	17.574
Provincial funding (service specific)	0.035	0.022	0.030		0.030	0.030
Revenues	**15.796**	**16.564**	**17.195**	**1**	**17.423**	**17.604**
Salaries and benefits	2.356	3.311	4.000		4.136	4.253
Services	6.530	6.618	7.295		7.134	7.184
Materials, parts, and supplies	1.158	1.309	1.885		1.543	1.486
Assets and purchases	0.033	0.088	0.064		0.079	0.065
Debt and finance charges	3.086	2.860	2.782		2.981	3.022
Grants, transfers and other	1.590	1.283	1.522		1.075	1.082
Recoveries	(0.018)	-	(0.003)		(0.003)	(0.003)
Expenses	**14.735**	**15.470**	**17.545**	**2**	**16.946**	**17.089**
Surplus/(Deficit)	**1.061**	**1.094**	**(0.350)**		**0.477**	**0.515**
Full-time Equivalent Positions	**37**	**53**	**59**		**59**	**59**

Winnipeg Parking Authority (WPA) is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.

The 2014 accumulated surplus position (unaudited) is $17.7 million. The 2015 budgeted dividend to the General Revenue Fund will reduce Surplus/(Deficit) by $3.0 million.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in meter revenue	0.590
Increase in surface parking lot revenue	0.215
Increase in parkade revenue	0.097
Decrease in enforcement revenue	(0.285)
Miscellaneous adjustments	0.014
	0.631

2 Expenses

Increase in expenditures related to implementation of new Municipal By-Law Enforcement Act	1.140
Increase in services	0.511
Increase in salaries and benefits	0.288
Miscellaneous adjustments	0.136
	2.075

Full-time Equivalent Positions

Addition of 5 permanent FTEs for the implementation of new Municipal By-Law Enforcement Act and 1 permanent FTE related to Winnipeg Parking Authority reorganization.

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City Planning

Includes:

- *Area Development & Renewal Planning*
- *City-wide Long Range Planning*

Description

To support development in the natural and built environment through the provision of a full range of land use planning services to community residents, employers, businesses and land developers in order to balance competing interests without bias and in the best interest of the City overall. The City Planning service works to:

- Support development that is economically, socially and environmentally sustainable and that is responsive to community values.
- Develop plans that make external investment decisions easier and internal investment decisions [services and infrastructure] wiser.

Key Goals

1. Ensure the City of Winnipeg has an adequate supply of land that is zoned and serviced to accommodate projected residential and commercial growth.
2. Accommodating growth where there will be the most effective and efficient use of municipal infrastructure and provision of services.
3. Manage a high-volume of land use issues in existing neighbourhoods in a competent, coherent and cohesive way.
4. Ensure fair and consistent interpretation and application of Council's land use policies and regulations.

Service Level Statistics

Description	2011	2012	2013
No. of Development / Zoning Applications Received (by type)			
Variance/Conditional Use	1,151	1,125	1,130
Subdivision & Rezoning	71	85	86
Demolition	4	11	3
Zoning Agreement Amendment	15	12	11
Plan Winnipeg Amendment / OurWinnipeg Amendments	0	0	1
No. of Major Development Applications at Community Committee	86	104	113
Single-Family Lot Development	1,780	2,200	1,479
No. of Development Servicing Agreements Administered	21	34	17
No. of Letters of Credit Reviewed / Processed	302	336	319
No. of Developer Paybacks Administered	27	10	7
No. of Urban Design Applications Reviewed	124	111	82
No. of Plan Approvals Processed	165	257	221
No. of Zoning Agreements Administered	41	82	46
No. of Survey Information Requests (for construction work)	2,142	1,974	2,307
No. of Surveys Performed (Contract / In-house)	57/15	38/106	45/95
No. of Survey Monuments Restored	59	148	88
No. of Street Closings / Openings	33	16	29

City Planning

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.083	0.003	0.003		0.003	0.003
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.083**	**0.003**	**0.003**	**1**	**0.003**	**0.003**
Salaries and benefits	1.104	1.379	1.440		1.493	1.535
Services	0.134	0.229	0.200		0.200	0.200
Materials, parts, and supplies	0.003	0.003	0.003		0.003	0.003
Assets and purchases	0.004	0.004	0.004		0.004	0.004
Debt and finance charges	0.099	0.033	0.014		0.012	0.012
Grants, transfers and other	0.029	0.040	0.040		0.040	0.040
Recoveries	(0.032)	(0.057)	(0.066)		(0.072)	(0.072)
Operating expenses	**1.340**	**1.631**	**1.634**		**1.680**	**1.721**
Transfer to Capital	0.226	0.654	0.367		0.454	0.449
Total Expenses	**1.567**	**2.285**	**2.001**	**2**	**2.134**	**2.169**
Mill Rate Support/(Contribution)	**1.483**	**2.282**	**1.998**		**2.131**	**2.166**
Full-time Equivalent Positions	**13**	**16**	**16**		**16**	**16**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits in accordance with collective agreements	0.061
Transfer to Capital	(0.287)
Miscellaneous adjustments	(0.058)
	(0.284)

City Planning

Service Detail Sub-service (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Area Dev & Renewal Planning	Revenue	0.057	0.002	0.002	0.002	0.002
	Operating expenses	1.072	1.119	1.144	1.179	1.210
	Transfer to Capital	0.128	0.220	0.122	0.153	0.151
		1.144	1.338	1.265	1.331	1.359
City-wide Long Range Planning	Revenue	0.027	0.002	0.002	0.002	0.002
	Operating expenses	0.268	0.512	0.490	0.501	0.511
	Transfer to Capital	0.098	0.434	0.245	0.301	0.298
		0.340	0.944	0.733	0.800	0.807
Mill Rate Support/(Contribution)		**1.483**	**2.282**	**1.998**	**2.131**	**2.166**

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Neighbourhood Revitalization

Includes:

- *Community Development*
- *Housing Initiatives*

Description

Provide neighbourhood residents with tools and support to build resilient, healthy communities and to promote and deliver community based projects and programs that support sustainable neighbourhoods and healthy communities. This service is provided jointly by the Planning, Property and Development, Community Services, and Corporate Support Services. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:
- Aboriginal Relations
- Housing Renewal, Building Communities and Affordable Housing Initiatives
- Residential Infill Tax Credit Program
- Neighbourhood Multi-Family / Mixed-Use Building Grant Program
- Downtown Multi-Family / Mixed-Use Building Grant Program
- LiveSAFE in Winnipeg - Crime Prevention through Social Development
- Delivery of Homelessness Partnering Strategy
- Downtown Residential Development Grant Program

Key Goals

1. Increase community confidence in their neighbourhood and encourage residents to remain and invest in their own communities.
2. Encourage and promote community involvement in defining neighbourhood values and needs and prioritizing neighbourhood infrastructure improvement projects that meet those values and needs.
3. Participate directly in the revitalization of the downtown as a collection of vibrant residential neighbourhoods.
4. Facilitate the development of recreation services that are more responsive to the specific recreational needs of communities with a priority focus on high needs neighbourhoods.
5. Develop, maintain and enhance initiatives and partnerships based on community and corporate priorities to support the engagement and participation of Aboriginal citizens.
6. Work in partnership with community and other levels of government to develop and implement a continuum of crime prevention initiatives.

Service Level Statistics

Description	2011	2012	2013
Housing Renewal Initiatives via Housing Rehabilitation Investment Reserve (City only)	$912,105	$872,669	$773,594
2010 Downtown Residential Development Grant Program*	$9,770,727	$2,857,693	$1,289,906
Multi-Family Units Supported	812	255	171
Homelessness Partnering Strategy Funding Commitments**	n/a	n/a	$11,776,738
Building Communities Funding ($ 000's) / Projects completed	$4,500/24	$2,750/10	$3,900/21
Number of Park Projects (New / Completed)	30/21	34/27	60/57
Number of Business Improvement Zones / Businesses in Improvement Zones	16/4,755	16/4,796	16/4,781
Number of Neighbourhood Development Projects (participated in) ***	89	93	71
Number of Community Networks (participated in) ***	133	120	112
Number of Community Consultations Facilitated ***	50	34	28
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Aboriginal citizen participation in the civic system****	13	13	22
Number of external partnerships and initiatives maintained, developed or enhanced that support Aboriginal citizens participation in Winnipeg's economy****	9	9	24

* The Downtown Residential Development Grant replaces the Downtown Multiple Family/Mixed Use Grant Program.

** Fund provided by the Federal Government and is administered by the City of Winnipeg.

*** Community Development Services

**** Please note that 2011 and 2012 are Aboriginal Youth Strategy, Oshki Annishinabe Nigaaniwak (OAN) statistics only and 2013 includes additional partnerships and initiatives due to the creation of the Aboriginal Relations Division in Corporate Support Services.

Neighbourhood Revitalization

Contributing Departments

Community Services	39 %
Planning, Prop. & Devl.	32 %
Corporate Accounts	28 %
Public Works	1 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.921	1.448	1.002		0.252	0.252
Provincial funding (service specific)	-	0.250	0.250		0.250	0.250
Revenues	**0.921**	**1.698**	**1.252**	**1**	**0.502**	**0.502**
Salaries and benefits	2.752	2.690	2.416		2.460	2.527
Services	0.303	0.255	0.292		0.291	0.292
Materials, parts, and supplies	0.022	0.028	0.016		0.018	0.016
Assets and purchases	0.026	0.009	0.007		0.007	0.007
Debt and finance charges	3.513	1.590	0.737		0.518	0.495
Grants, tranfers and other	3.513	3.859	3.730		3.730	3.700
Recoveries	(0.263)	(0.805)	(0.713)		(0.684)	(0.690)
Operating expenses	**9.867**	**7.626**	**6.485**		**6.340**	**6.346**
Transfer to Capital	0.722	2.034	1.877		1.966	1.996
Total Expenses	**10.589**	**9.660**	**8.361**	**2**	**8.305**	**8.342**
Mill Rate Support/(Contribution)	**9.668**	**7.962**	**7.110**		**7.803**	**7.840**
Full-time Equivalent Positions	**37**	**34**	**30**		**29**	**29**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in transfer from Housing Rehabilitation Investment Reserve due primarily to non-recurring transfer of unused Home Renovation Tax Assistance program credits in 2014	(0.446)
	(0.446)

2 Expenses

Decrease in debt and finance charges	(0.853)
Decrease in salaries and benefits primarily due to discontinuance of Residential Rehabilitation Assistance program	(0.274)
Transfer to Capital	(0.157)
Miscellaneous adjustments	(0.015)
	(1.299)

Full-time Equivalent Positions

Decrease in FTEs due to discontinuance of Residential Rehabilitation Assistance program.

Neighbourhood Revitalization

Service Detail Sub-service (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Community Development	Revenue	0.108	0.501	0.501	0.501	0.501
	Operating expenses	6.430	5.122	4.355	4.353	4.334
	Transfer to Capital	0.718	2.030	1.877	1.962	1.994
		7.041	6.651	5.731	5.814	5.827
Housing Initiatives	Revenue	0.813	1.197	0.751	0.001	0.001
	Operating expenses	3.437	2.504	2.130	1.987	2.012
	Transfer to Capital	0.004	0.004	-	0.004	0.002
		2.627	1.311	1.379	1.989	2.013
Mill Rate Support/(Contribution)		**9.668**	**7.962**	**7.110**	**7.803**	**7.840**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Housing Rehab Invest Reserve	3.125	2.158	1.413	1.413	1.413
Multi-Family Dwell Tax Inv Res	7.006	5.536	4.131	3.779	3.425

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	3.396	20.414	23.810

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Development Approvals, Building Permits and Inspections

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Includes:

- *Residential Development Approvals & Inspections*
- *Commercial Development Approvals & Inspections*

Description

Ensure compliance with by-laws and standards through consultation, education, administration, inspections and the regulatory enforcement of property standards, construction, renovation, and demolition of buildings. This service includes:

- receiving and processing permit applications
- zoning approvals
- plan examinations
- compliance and by-law based inspections

Key Goals

1. Ensure safe, healthy, accessible buildings through the administration and enforcement of building by-laws and property standards.
2. Continue to streamline the building permit application and approval process for industry professionals and non-professional customers.
3. Enhance our customers' awareness of necessary, safety-related building project requirements.
4. Improve our ability to provide timely site inspection services and proactive by-law enforcement.
5. Pursue financial self-sufficiency.

Service Level Statistics

Description	2011	2012	2013
Housing Starts			
Single-Family	1,644	1,842	1,478
Multiple-Family	1,033	1,054	1,184
Total	2,677	2,896	2,662
Permit Volume			
Total Permits Issued	34,207	31,814	29,931
Plan Examination Volume (Number of Plans Reviewed):			
Residential	3,775	4,253	3,747
Commercial	4,613	4,773	4,859
TOTAL	8,388	9,026	8,606
Inspection Volume (Number Conducted):			
Residential	49,640	44,635	55,001
Commercial	36,138	42,345	36,486
Waterways Permit Applications	120	125	104
Waterways Permit Fees	$80,389	$399,834	$233,242

Development Approvals, Building Permits and Inspections

Contributing Departments

Planning, Prop. & Devl. 98 %
Public Works 2 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	23.431	22.532	20.989		21.015	21.026
Provincial funding (service specific)	-	-	-		-	-
Revenues	**23.431**	**22.532**	**20.989**	**1**	**21.015**	**21.026**
Salaries and benefits	14.079	13.877	14.418		14.884	15.263
Services	1.573	1.607	1.594		1.565	1.565
Materials, parts and supplies	0.094	0.102	0.101		0.101	0.101
Assets and purchases	0.076	0.122	0.085		0.085	0.085
Debt and finance charges	0.342	0.363	0.305		0.304	0.303
Grants, transfers and other	2.851	0.625	0.625		0.625	0.625
Recoveries	(0.399)	(0.328)	(0.333)		(0.335)	(0.336)
Operating expenses	**18.617**	**16.367**	**16.795**		**17.228**	**17.607**
Transfer to Capital	0.669	0.418	0.171		0.324	0.277
Total Expenses	**19.286**	**16.785**	**16.966**	**2**	**17.553**	**17.883**
Mill Rate Support/(Contribution)	**(4.145)**	**(5.747)**	**(4.023)**		**(3.462)**	**(3.143)**
Full-time Equivalent Positions	**190**	**176**	**180**		**180**	**179**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Collections from developers benefiting from existing services installed by the City	0.241
Decrease in regulation fees revenue to reflect local development/construction market	(1.800)
Miscellaneous adjustments	0.016
	(1.543)

2 Expenses

Increase in salaries and benefits in accordance with collective agreements	0.541
Transfer to Capital	(0.247)
Miscellaneous adjustments	(0.113)
	0.181

Full-time Equivalent Positions

One-time adjustment due to position management reconciliation.

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Res Dev Approvals & Inspection	Revenue	7.161	6.811	6.349	6.358	6.362
	Operating expenses	9.074	7.953	8.078	8.281	8.460
	Transfer to Capital	0.393	0.356	0.171	0.262	0.240
		2.306	1.497	1.900	2.186	2.338
Com Dev Approvals & Inspection	Revenue	16.270	15.721	14.640	14.657	14.664
	Operating expenses	9.543	8.414	8.717	8.947	9.147
	Transfer to Capital	0.276	0.062	-	0.062	0.037
		(6.451)	(7.244)	(5.923)	(5.648)	(5.481)
Mill Rate Support/(Contribution)		**(4.145)**	**(5.747)**	**(4.023)**	**(3.462)**	**(3.143)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Permit Reserve	2.001	1.014	1.021	1.028	1.036

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Economic Development

Description

To provide information to Council and economic development agencies as well as coordinate resources across City departments in order to respond effectively to high priority projects of strategic and economic importance to the City. Service activities include:

- Work closely with Economic Development Winnipeg Inc. and CentreVenture.
- Coordinate interdepartmental technical assistance and due diligence on proposals and initiatives.
- Negotiate incentive strategies through business plan and pro-forma analysis.
- Manage strategic projects.
- Assist in the preparation of communication strategies.

Key Goals

1. Build a strong economic climate for Winnipeg.
2. Identify priority investments that support economic development activity.
3. Assist in the development of taxation policy that enables economic opportunity.
4. Broaden service access and convenience to customers wanting to do business with the City.
5. Capitalize on opportunities to establish intergovernmental and public private partnerships.

Service Level Statistics

Description	2011	2012	2013
Residential Building Permits Issued	7,123	7,028	5,795
Residential Building Permit Value (in millions)	$623	$762	$768
Commercial Building Permits Issued	2,923	3,086	2,666
Commercial Building Permit Value (in millions)	$536	$779	$1,014
Total Building Permit Value (in millions)	$1,158	$1,514	$1,782
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	22	17	21
Construction Value of Downtown Projects Above (in millions)	$19	$4	$36
Number of Major City-Wide Development Projects (>$2 million)	70	93	94
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$408	$575	$653

Economic Development

Contributing Departments

Planning, Prop. & Devl.	44 %
Corporate	22 %
City Clerks	19 %
Mayor's Office	15 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.001	0.401	0.001		0.001	0.001
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.001**	**0.401**	**0.001**	**1**	**0.001**	**0.001**
Salaries and benefits	0.327	0.307	0.320		0.331	0.341
Services	0.451	0.529	0.468		0.468	0.468
Materials, parts and supplies	0.026	0.024	0.024		0.024	0.024
Assets and purchases	0.013	0.002	0.002		0.002	0.002
Debt and finance charges	0.642	0.553	0.355		0.153	0.148
Grants, transfers and other	0.824	0.620	0.420		0.420	0.420
Recoveries	(0.008)	(0.008)	(0.008)		(0.008)	(0.008)
Operating expenses	**2.274**	**2.027**	**1.583**		**1.391**	**1.395**
Transfer to Capital	0.002	0.002	-		0.002	0.001
Total Expenses	**2.276**	**2.029**	**1.583**	**2**	**1.393**	**1.397**
Mill Rate Support/(Contribution)	**2.275**	**1.629**	**1.582**		**1.393**	**1.396**
Full-time Equivalent Positions	**3**	**3**	**3**		**3**	**3**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Transfer from Economic Development Investment Reserve	(0.400)
	(0.400)

2 Expenses

Decrease in grants, transfers and other	(0.200)
Decrease in debt and finance charges	(0.198)
Miscellaneous adjustments	(0.048)
	(0.446)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Economic Dev Invest Reserve	2.341	3.698	2.890	3.230	3.449

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Heritage Conservation

Description

To promote the long-term conservation of heritage assets in the City of Winnipeg.

Key Goals

1. Ensure the long-term conservation of heritage resources in Winnipeg through the implementation of new incentives, integrated planning, district/area designation, regulatory reforms, well established design standards and principled design review.
2. Be a catalyst for greater public awareness, education and participation in heritage conservation.
3. Improve the suitability of Heritage Buildings for occupancy by City Departments and other civic uses.

Service Level Statistics

Description	2011	2012	2013
Grade I (Entire exterior/interior to be preserved)	10	10	11
Grade II (Entire exterior and identified interior elements to be preserved. Alterations permitted)	97	99	98
Grade III (Suitable alterations regulated to preserve the special heritage features)	125	128	125
Number of Buildings Placed on the Buildings Conservation List	2	1	2
Net Total Buildings on Buildings Conservation List	233	237	234
Number of Heritage Buildings De-Listed	2	1	3
Number of Evaluation Reports Completed	11	14	9
Number of Buildings Evaluated	9	13	11
Number of Certificates of Suitability (For repairs / alterations that are appropriate)	23	19	20
Number of Certificates of Ordinary Maintenance	3	6	3
Number of Historical Buildings Committee Meetings	17	9	8
Number of Buildings Receiving Heritage Incentives from City Council	2	5	0

Heritage Conservation

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.030	0.238	0.247		0.258	0.264
Services	0.004	0.016	0.014		0.014	0.014
Materials, parts, and supplies	0.000	0.001	0.001		0.001	0.001
Assets and purchases	0.000	0.000	0.000		0.000	0.000
Debt and finance charges	0.014	0.005	0.002		0.002	0.002
Grants, transfers and other	0.027	0.052	0.052		0.052	0.052
Recoveries	(0.002)	(0.035)	(0.043)		(0.047)	(0.048)
Operating expenses	**0.073**	**0.276**	**0.273**		**0.279**	**0.285**
Transfer to Capital	-	0.514	0.294		0.354	0.353
Total Expenses	**0.073**	**0.790**	**0.566**	**2**	**0.633**	**0.638**
Mill Rate Support/(Contribution)	**0.073**	**0.790**	**0.566**		**0.633**	**0.638**
Full-time Equivalent Positions	**0**	**3**	**3**		**3**	**3**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

n/a

2 Expenses

Transfer to Capital	(0.220)
Miscellaneous adjustments	(0.004)
	(0.224)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Heritage Investment Reserve	0.823	0.304	0.425	0.224	0.179

Capital Budget	2015 Draft	2016 - 2020 Forecast	6 Year Total
(In millions of $)	0.200	1.251	1.451

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Property Asset Management

Includes:

- *Land & Property*
- *Municipal Accommodations*
- *Pool Facilities*
- *Arena Facilities*
- *Recreation Centres*
- *Community Centre Facilities*

Description

The Property Asset Management Service facilitates the acquisition, development, operation, maintenance, security and disposition of City-owned land and buildings. The service is composed of two sub-services:

LAND and PROPERTY: oversees property sales, acquisitions, and appraisals.

MUNICIPAL ACCOMMODATIONS: manages leases, operates, maintains, protects and preserves the City's physical building infrastructure/assets to provide for current and future program accommodation needs and provides design and project management of new and existing civic buildings.

Key Goals

1. Optimize the productive use of City properties through effective property sales, acquisition and appraisal practices.
2. Optimize infrastructure condition through a Physical Asset Management Program for City buildings.
3. Provide effective facilities management.
4. Develop and implement environmental stewardship policies and programs to guide the management and maintenance of all new and existing City facilities.

Service Level Statistics

Description	2011	2012	2013
Land & Property			
Property Sales / Gross Revenues from Sales Closed	53/$6.9M	47/$15.0M	27/$39.1M
Property Sales / Gross Revenues from Terminated Sales	2/$7.8K	0/$0	0/$0
Number of Individual Leases / Gross Revenue from Leasing	±510/$3.47M	±582/$3.76M	±589/$3.55M
Number of Appraised Properties / Capital Value	±187/±$86.1M	±173/±$118.9M	±179/$157.2M
Municipal Accommodations			
Number of Buildings / Total Square Footage	134/2,482,485	128/2,456,480	129/2,545,305
Estimated Market Value	$3-4B	$3-4B	$3-4B
Number of Buildings Receiving Facilities Maintenance Services (Owned & Leased) / Total Square Feet	483/5.4M sq ft	472/5.4M sq ft	470/5.6M sq ft
Replacement Value City Owned Buildings Receiving Facilities Maintenance Services	$1.16B	$1.22B	$1.28B

NOTE: K = thousands
M = millions
B = billions

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	12.333	23.220	17.678		12.724	10.522
Provincial funding (service specific)	-	-	-		-	-
Revenues	**12.333**	**23.220**	**17.678**	**1**	**12.724**	**10.522**
Salaries and benefits	2.970	2.951	3.091		3.187	3.255
Services	0.690	0.207	0.206		0.206	0.206
Materials, parts, and supplies	0.017	0.011	0.013		0.013	0.013
Assets and purchases	0.016	0.017	0.015		0.015	0.015
Debt and finance charges	0.771	0.047	0.020		0.018	0.017
Grants, transfers and other	8.306	8.557	17.932		10.638	10.638
Recoveries	(1.127)	(0.974)	(1.138)		(1.150)	(1.157)
Operating expenses	**11.644**	**10.815**	**20.138**		**12.926**	**12.986**
Transfer to Capital	0.917	0.048	0.150		0.198	0.329
Total Expenses	**12.561**	**10.863**	**20.288**	**2**	**13.124**	**13.314**
Mill Rate Support/(Contribution)	**0.229**	**(12.357)**	**2.610**		**0.400**	**2.793**
Full-time Equivalent Positions	**37**	**37**	**39**		**39**	**39**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in transfer from Land Operating Reserve	(4.500)
Decrease in transfer from Municipal Accommodations Fund	(1.042)
	(5.542)

2 Expenses

Increase in transfer to Municipal Accommodations Fund for vacant, common and corporate space	9.376
Increase in salaries and benefits due to transfer of 3 clerical positions previously budgeted in Municipal Accommodations Fund, offset by increase in internal recoveries	0.170
Transfer to Capital	0.102
Increase in internal recoveries due to transfer of clerical positions from Municipal Accommodations Fund	(0.164)
Decrease in salaries and benefits due to refinement of service based view	(0.030)
Decrease in debt and finance charges	(0.027)
Miscellaneous adjusments	(0.002)
	9.425

Full-time Equivalent Positions

Increase of 3 positions due to transfer of clerical staff previously budgeted for in Municipal Accommodations Fund, less 1 position due to the refinement of the service based view.

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Municipal Accommodations	Revenue	1.542	11.514	10.472	11.018	8.816
	Operating expenses	6.966	8.799	18.192	10.919	10.935
	Transfer to Capital	0.026	0.026	-	0.026	0.016
		5.450	(2.689)	7.720	(0.073)	2.135
Land and Property	Revenue	10.791	11.706	7.206	1.706	1.706
	Operating expenses	4.678	2.015	1.946	2.007	2.051
	Transfer to Capital	0.891	0.022	0.150	0.172	0.313
		(5.222)	(9.669)	(5.110)	0.473	0.658
Mill Rate Support/(Contribution)		**0.228**	**(12.358)**	**2.610**	**0.400**	**2.793**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Land Operating Reserve	10.729	36.291	17.783	21.194	20.574

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	0.150	1.908	2.058

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Property Asset Management - Municipal Accommodations

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Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	64.778	79.074	85.464		83.410	82.414
Provincial funding (service specific)	0.314	0.250	0.250		0.250	0.250
Revenues	**65.092**	**79.324**	**85.714**	**1**	**83.660**	**82.664**
Salaries and benefits	17.453	18.527	18.919		19.390	19.745
Services	26.424	27.553	30.769		30.686	30.424
Materials, parts, supplies	4.680	4.771	5.086		5.098	5.066
Assets and purchases	0.007	0.027	0.027		0.027	0.027
Debt and finance charges	4.894	8.295	11.418		11.392	12.271
Grants, transfers and other	3.612	12.836	11.787		12.338	10.138
Recoveries	(2.491)	(2.586)	(2.764)		(2.926)	(2.940)
Operating expenses	**54.578**	**69.423**	**75.242**		**76.005**	**74.732**
Transfer to Capital	10.514	9.901	10.472		7.655	7.932
Total Expenses	**65.092**	**79.324**	**85.714**	**2**	**83.660**	**82.664**
Surplus/(Deficit)	**-**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**280**	**283**	**282**		**282**	**282**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in transfer from General Revenue Fund for accommodation charges	5.442
Increase in transfer from Community Services for capital expenditures	0.490
Increase in transfer from Community Services for facilities charges	0.300
Increase in transfer from other Funds for accommodation charges	0.134
Miscellaneous adjustments	0.024
	6.390

2 Expenses

Increase in debt and finance charges due to new Police Headquarters	3.123
Net increase in various operating accounts related to new Police Headquarters and Office tower	1.115
Increase in transfer to General Capital Fund	0.571
Increase in janitorial services for Office tower - full year	0.280
Increase in salaries and benefits in accordance with collective agreements	0.236
Increase in utilities due to inflation	0.208
Miscellaneous adjustments	0.857
	6.390

Full-time Equivalent Positions

Net decrease of 1 FTE due to decrease of 3 clerical positions transferred to the tax-supported budget and a reduction of 2 arena maintenance positions offset by the addition of 4 FTEs related to the Asset Management Program.

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Municipal Accommodations	Revenue	43.517	57.165	62.768	62.027	60.833
	Operating expenses	35.162	51.166	56.689	57.197	55.502
	Transfer to Capital	8.320	5.999	6.080	4.836	5.336
		(0.035)	-	-	0.006	0.006
Pool Facilties	Revenue	13.234	13.565	14.382	13.012	13.212
	Operating expenses	10.831	10.197	10.373	10.700	10.989
	Transfer to Capital	1.440	2.810	3.300	1.455	1.398
		(0.963)	(0.558)	(0.709)	(0.857)	(0.825)
Arena Facilities	Revenue	5.020	5.211	5.328	4.993	4.900
	Operating expenses	6.076	5.536	5.651	5.510	5.594
	Transfer to Capital	0.265	0.363	0.363	0.300	0.100
		1.320	0.688	0.686	0.817	0.795
Recreation Centres	Revenue	1.677	1.992	1.707	2.091	2.144
	Operating expenses	1.526	1.756	1.628	1.680	1.711
	Transfer to Capital	0.100	0.200	0.200	0.550	0.568
		(0.052)	(0.037)	0.121	0.139	0.135
Community Centre Facilities	Revenue	1.644	1.390	1.529	1.537	1.576
	Operating expenses	0.985	0.768	0.901	0.919	0.935
	Transfer to Capital	0.389	0.529	0.529	0.514	0.530
		(0.270)	(0.093)	(0.099)	(0.105)	(0.111)
Surplus/(Deficit)		**-**	**-**	**-**	**-**	**-**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	4.050	18.903	22.953

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Cemeteries

Includes:

- *Brookside Cemetery*
- *St. Vital Cemetery*
- *Transcona Cemetery*

Description

Provides interment services and perpetually maintained cemeteries in order to ensure that all citizens have access to a range of choices in interment services. Service activities include:

- Interments
- Sale of plots/lots, niches and interment vaults
- Collection of fees and charges
- Maintaining and preserving interment records
- Interment searches
- Installation of flat marker memorials
- Tours of Brookside Cemetery Field of Honour
- Facilitation of open air memorial services
- Custodian of historical military monuments
- Design and preparation of future interment sites
- Facilities and physical site improvements
- Perpetual maintenance of cemetery grounds

Key Goals

1. Ensure that the service evolves to reflect the diversity of the community and increase public awareness.
2. Increase revenues to enable self sufficiency while continuing to act as a benchmark for cemetery services within Winnipeg.
3. Continue to develop environmentally sound work processes and practices.
4. Maintain the heritage of cemeteries and continue to promote their significance in the community.

Service Level Statistics

Description	2011	2012	2013
Total Number of Interment Sites Maintained	114,440	114,916	115,371
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections	0	0	880
Lineal Feet of New Field of Honour Precast Beam foundation installed	44	84	84
Lineal Feet of Field of Honour Precast Beam foundation replaced	1,160	0	0
Number of Individual Foundations Installed	42	42	26
Number of Educational Tours	9	9	9
Number of Interment Sites Re-leveled and Re-seeded	840	955	3,565
Number of Field of Honour Interment Sites re-landscaped	290	0	257
Number of Trees Planted	119	119	101
Lineal Feet of Water Supply Piping (Renewed or New)	0	50	35
Number of Donated Grounds Benches	2	2	3
Number of Telephone Callers	8,346	8,591	9,781
Number of Reception Visitors	2,378	2,959	3,402
Number of Military Monuments refurbished	366	0	0
Lineal feet of existing Field of Honour Precast Beam refurbished	1,280	623	0

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projections
Service revenue	1.061	1.456	1.192		1.195	1.198
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.061**	**1.456**	**1.192**	**1**	**1.195**	**1.198**
Salaries and benefits	1.537	1.481	1.523		1.557	1.586
Services	0.503	0.527	0.533		0.545	0.550
Materials, parts and supplies	0.150	0.113	0.125		0.125	0.125
Assets and purchases	0.008	0.009	0.009		0.009	0.009
Debt and finance charges	0.074	0.035	0.024		0.023	0.023
Grants, transfers and other	0.134	0.130	0.130		0.130	0.130
Recoveries	(0.374)	(0.304)	(0.313)		(0.320)	(0.327)
Operating expenses	**2.033**	**1.991**	**2.031**		**2.070**	**2.096**
Transfer to Capital	0.304	0.204	0.260		0.236	0.260
Total Expenses	**2.337**	**2.195**	**2.291**	**2**	**2.306**	**2.356**
Mill Rate Support/(Contribution)	**1.275**	**0.739**	**1.099**		**1.111**	**1.159**
Full-time Equivalent Positions	**26**	**24**	**24**		**24**	**24**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in Cemeteries revenues due primarily to market adjustment to reflect actual results of recent years	(0.265)
Miscellaneous adjustment	0.001
	(0.264)

2 Expenses

Transfer to Capital	0.056
Increase in salaries and benefits in accordance with collective agreements	0.042
Miscellaneous adjustments	(0.002)
	0.096

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Perpetual Mtce-Brookside Cem	14.431	14.938	15.259	15.610	15.968
Perpetual Mtce-St Vital Cem	0.850	0.880	0.914	0.948	0.983
Perpetual Mtce-Transona Cem	0.596	0.615	0.641	0.665	0.689

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	0.410	1.978	2.388

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Police Response

Includes:

- *Police Response*
- *Contract Policing*
- *Crime Investigation*
- *Police Training*

Description

The Police Response Service provides emergency, urgent, and non-urgent response to public calls for service. This includes disaster situations, danger to life and property situations, and lower risk to persons and property situations. In addition, the service undertakes criminal investigation services potentially leading to offender identification, arrest or other resolution. The service is also responsible for training all police and civilian members of the Winnipeg Police Service (WPS). Finally, the service ensures public order through planned response to large public gatherings and through contract service at targeted events such as professional sporting matches and film industry productions. The delivery of all aspects of this service depends on the collection, analysis, and dissemination of public safety, and criminal intelligence and information.

Key Goals

1. Reduce crime through evidence-based policing strategies.
2. Improve public service delivery in frontline operations.
3. Focus on downtown safety while balancing the needs of targeted neighbourhoods.
4. Focus on criminal prosecutions through improved quality and timeliness of report and evidence disclosure.

Service Level Statistics

Description	2011	2012	2013
Police Officer Complement (Authorized)	1,415	1,442	1463
Civilian Staff Complement (Authorized)	401	440	465
Total Calls for Service to the Communications Centre	534,945	596,963	530,620
Police-initiated events	35,267	49,224	63,606
% of Total Calls	21.10%	27.29%	34.20%
Dispatched via Alternate Phone Response (APR)	5,233	3,320	1,534
% of Total Calls	3.12%	1.84%	0.80%
Total Dispatched and Police-Initiated Calls	167,121	180,369	185,837
% of Total Calls	31.24%	30.21%	35.02%
Calls Handled via Other Means	367,824	416,594	344,783
% of Total Calls	68.76%	69.79%	64.98%
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0: Major Disaster; Officer in Need of Assistance	608	600	616
Priority 1: Danger to Life or Grievous Bodily Harm	1,582	1,900	1,948
Priority 2: Impending Danger to Life or Grievous Bodily Harm	11,559	12,078	11,057
Priority 3: Urgent Person Incident	68,681	65,784	61,696
Priority 4: Urgent Property Incident	7,554	7,341	7,056
Priority 5: Non-Urgent Person Incident	21,819	19,627	18,588
Priority 6: Non-Urgent Property Incident	3,289	2,722	2,587
Priority 7: Low Risk or Threat	40,503	56,914	70,380
Priority 8: Telephone Response	4,992	6,073	6,089
Priority 9: Planned Response	6,534	7,330	5,820

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	7.757	7.388	4.154		3.839	4.123
Provincial funding (service specific)	18.524	16.475	16.891		17.112	17.047
Revenues	**26.281**	**23.863**	**21.045**	**1**	**20.952**	**21.169**
Salaries and benefits	170.835	178.220	184.122		190.792	193.914
Services	9.452	11.704	10.792		11.360	11.395
Materials, parts, and supplies	4.608	4.610	4.523		4.628	4.646
Assets and purchases	1.542	2.457	1.568		1.669	1.602
Debt and finance charges	0.611	0.513	5.873		8.161	8.159
Grants, transfers and other	7.703	13.618	4.775		8.274	9.547
Recoveries	(0.483)	(0.293)	(0.377)		(0.412)	(0.328)
Operating expenses	**194.267**	**210.829**	**211.275**		**224.472**	**228.935**
Transfer to Capital	8.781	4.143	4.986		9.068	1.000
Total Expenses	**203.048**	**214.972**	**216.261**	**2**	**233.540**	**229.935**
Mill Rate Support/(Contribution)	**176.767**	**191.109**	**195.216**		**212.588**	**208.765**
Full-time Equivalent Positions	**1,556**	**1,598**	**1,551**		**1,565**	**1,564**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in revenue from the cancellation of the Airport contract	(2.928)
Decrease in Provincial funding	(0.936)
Increase in Special Duty revenue	0.305
Increase in Provincial funding for 3 Senior Court clerks announced in the 2014 Provincial budget	0.300
Increase in Provincial helicopter funding	0.125
Miscellaneous adjustments	0.316
	(2.818)

2 Expenses

Increase in salaries and benefits	5.902
Increase in debt and finance charges	5.360
Transfer to Capital	0.843
Decrease in facility charges, mainly due to the timing of the move to the new Police headquarters	(8.843)
Decrease in equipment purchases	(0.960)
Decrease in non-professional services	(0.310)
Decrease in fuel costs	(0.300)
Decrease in consultant services	(0.200)
Miscellaneous adjustments	(0.207)
	1.285

Police Response

Full-time Equivalent Positions

The decrease of 47 positions is mainly due to the cancellation of the Airport contract (decrease of 25 police FTEs); along with the transfer of 2 positions to Crime Prevention and 2 positions to Traffic Enforcement. In addition, 3 Senior Court Clerks were added to the Court Unit. Deferral of fall class of 2015 (5 FTE's) and increase in vacancy management (16 FTE's).

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Police Response	Revenue	17.834	16.500	16.750	16.861	16.851
	Operating expenses	118.560	127.058	134.849	145.993	151.039
	Transfer to Capital	8.781	4.143	4.986	9.068	1.000
		109.507	114.701	123.085	138.200	135.187
Contract Policing	Revenue	5.808	4.939	1.525	1.402	1.443
	Operating expenses	4.370	4.448	1.630	1.700	1.733
	Transfer to Capital	-	-	-	-	-
		(1.437)	(0.491)	0.105	0.298	0.290
Crime Investigation	Revenue	2.624	2.395	2.739	2.668	2.852
	Operating expenses	62.491	68.751	68.512	73.248	75.128
	Transfer to Capital	-	-	-	-	-
		59.867	66.356	65.773	70.581	72.275
Police Training	Revenue	0.015	0.028	0.031	0.021	0.023
	Operating expenses	8.846	10.571	6.284	3.530	1.036
	Transfer to Capital	-	-	-	-	-
		8.831	10.543	6.253	3.509	1.013
Mill Rate Support/(Contribution)		**176.767**	**191.109**	**195.216**	**212.588**	**208.765**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	7.186	51.015	58.201

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Crime Prevention

Includes:

- *Community Policing*
- *Street Lighting*
- *Park Patrol*
- *Crime Prevention Initiatives*

Description

To provide citizens with crime awareness and education, enhanced relationships with targeted neighbourhoods and schools, as well as provide effective street lighting in order to proactively aid in crime prevention and disorder.

Key Goals

1. Promote positive interaction within neighbourhoods and among cultural groups.
2. Reduce crime victimization.
3. Increase effectiveness and cost efficiencies of street lighting.

Service Level Statistics

Description	2011	2012	2013
Community Policing [1]			
Number of Commercial/Business Crime Prevention Presentations	26	10	33
Number of Personal/Residential Crime Prevention Presentations	158	130	134
Number of Cultural/Diversity Presentations by Diversity Relations Officers	80	67	68
Number of Safety Audits Conducted	5	1	4
Number of Special Event Attendances	235	179	244
Number of Community/Cultural Meeting Attendances by Diversity Relations Officers	46	45	87
Number of Cultural/Diversity Event Attendances by Diversity Relations Officers	25	21	69
Number of Crime Victim Follow-up Contacts	7,734	6,724	5,557
Number of School Presentations (during school year)	574	709	855
Park Patrol [2]			
Number of Criminal Code Occurrences	81	57	57
Number of Provincial Statute Occurrences	154	134	338
Number of Municipal By-Law Occurrences	97	119	169
Street Lighting [2]			
Number of Lane Lights [3]	8,393	8,397	8,402
Number of Street Lights [3]	65,252	65,639	65,695
Number of Streetscaping Lights (Decorative only) [3]	2,932	2,932	2,932
Number of Lighting Complaints Requiring a Lighting Upgrade	14*	12*	7
Number of Lighting Complaints	68	58	87

[1] Only includes presentations by the Community Relations Unit.

[2] Data supplied by the Public Works Department.

[3] Data supplied by Manitoba Hydro.

* Restated.

Crime Prevention

Contributing Departments

Police	71 %
Public Works	29 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	1.044	0.872	1.334		1.403	1.416
Provincial funding (service specific)	1.604	2.677	2.586		2.681	2.715
Revenues	**2.648**	**3.550**	**3.920**	**1**	**4.085**	**4.131**
Salaries and benefits	25.915	27.260	29.400		30.957	32.196
Services	11.970	12.684	13.179		13.813	14.434
Materials, parts and supplies	0.497	0.577	0.525		0.556	0.561
Assets and purchases	0.087	0.091	0.062		0.062	0.062
Debt and finance charges	0.001	0.001	-		-	-
Grants, transfers and other	0.880	1.420	0.655		1.149	1.345
Recoveries	(0.032)	(0.025)	(0.023)		(0.017)	(0.017)
Operating expenses	**39.317**	**42.008**	**43.798**		**46.520**	**48.581**
Transfer to Capital	-	-	-		-	-
Total Expenses	**39.317**	**42.008**	**43.798**	**2**	**46.520**	**48.581**
Mill Rate Support/(Contribution)	**36.668**	**38.458**	**39.879**		**42.436**	**44.449**
Full-time Equivalent Positions	**290**	**295**	**296**		**288**	**288**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in alarm permits and renewals	0.250
Miscellaneous adjustments	0.120
	0.370

2 Expenses

Increase in salaries and benefits	2.140
Increase in the cost of street lighting	0.552
Decrease in park patrol operating expenses	(0.847)
Miscellaneous adjustments	(0.055)
	1.790

Full-time Equivalent Positions

The increase of 2 positions is attributed to the transfer of officers to Community Policing and the School Resource Unit from Police Response.

Crime Prevention

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Community Policing	Revenue	1.899	2.918	2.929	3.020	3.063
	Operating expenses	22.599	23.924	25.530	27.348	28.628
	Transfer to Capital	-	-	-	-	-
		20.699	21.006	22.601	24.328	25.566
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	11.357	11.970	12.522	13.150	13.763
	Transfer to Capital	-	-	-	-	-
		11.357	11.970	12.522	13.150	13.763
Park Patrol	Revenue	-	-	-	-	-
	Operating expenses	0.937	1.000	-	-	-
	Transfer to Capital	-	-	-	-	-
		0.937	1.000	-	-	-
Crime Prevention Initiatives	Revenue	0.749	0.632	0.991	1.065	1.069
	Operating expenses	4.424	5.115	5.747	6.022	6.189
	Transfer to Capital	-	-	-	-	-
		3.675	4.482	4.756	4.957	5.120
Mill Rate Support/(Contribution)		**36.668**	**38.458**	**39.879**	**42.436**	**44.449**

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Traffic Safety and Enforcement

Includes:

- *Traffic Safety & Enforcement - Automated*
- *Traffic Safety & Enforcement - Officer*
- *Traffic Safety & Enforcement - Division*

Description

To change driver behaviour through public awareness and enforcement initiatives in order to ensure safer streets and highways for all citizens.

Key Goals

1. Enhance traffic safety through a strategic approach that includes traffic data analysis and targeted enforcement.
2. Enhance traffic safety through increased public awareness and education.
3. Increase effectiveness of the photo enforcement program.

Service Level Statistics

Description	2011	2012	2013
Total Sworn Member Complement (authorized)	1,415	1,442	1,463
Total Sworn Traffic Member Complement [A]	42	42	44
Percentage of Total Complement	3.0%	2.9%	3.0%
Number of Residents per Sworn Traffic Member	16,471	16,781	15,894
General Traffic Enforcement			
Highway Traffic Act Provincial Offence Notices Issued	56,671	58,971	42,279
Photo Enforcement			
Red Light and Speeding Offences (Intersection Safety Cameras)	40,794	35,889	36,211
Speeding Offences (Mobile Photo Enforcement Units)	44,141	45,735	74,897
Impaired Driving			
Persons Charged with Impaired Driving	534	444	461
Persons Charged with Fail/Refuse to Provide a Breath/Blood Sample	166	160	155
Collisions			
Fatal Collisions	20	19	6
Fatalities	22	19	7
Serious Non-Fatal Collisions	11	13	16

[A] Complement numbers are given in full time equivalents (FTE), as some members were assigned to traffic enforcement or investigation for only part of the calendar year.

Sources for Service Level Statistics:
Statistics Canada
Winnipeg Police Service Annual Reports
Winnipeg Police Central Traffic Unit
Photo Enforcement Safety Program Annual Report 2013: Just Slow Down

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	16.429	16.396	19.905		19.486	19.116
Provincial funding (service specific)	-	-	-		-	-
Revenues	**16.429**	**16.396**	**19.905**	**1**	**19.486**	**19.116**
Salaries and benefits	8.982	9.883	10.979		11.495	11.836
Services	3.891	4.888	5.410		5.355	5.302
Materials, parts, and supplies	0.189	0.196	0.205		0.207	0.209
Assets and purchases	0.046	0.047	0.049		0.049	0.049
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.243	0.484	0.242		0.442	0.283
Recoveries	(0.009)	(0.005)	(0.006)		(0.006)	(0.006)
Operating expenses	**13.342**	**15.493**	**16.879**		**17.542**	**17.673**
Transfer to Capital	-	-	-		-	-
Total Expenses	**13.342**	**15.493**	**16.879**	**2**	**17.542**	**17.673**
Mill Rate Support/(Contribution)	**(3.087)**	**(0.903)**	**(3.026)**		**(1.944)**	**(1.443)**
Full-time Equivalent Positions	**79**	**86**	**88**		**88**	**88**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in photo enforcement revenue	3.500
Miscellaneous adjustments	0.009
	3.509

2 Expenses

Increase in salaries and benefits	1.096
Increase in non professional services due to increased photo enforcement revenue	0.511
Miscellaneous adjustments	(0.221)
	1.386

Full-time Equivalent Positions

The increase of 2 FTEs is due to a transfer from the Police Response service.

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Traffic Safety-Automated	Revenue	11.669	11.431	14.931	14.531	14.131
	Operating expenses	4.164	4.990	5.657	5.613	5.561
	Transfer to Capital	-	-	-	-	-
		(7.505)	(6.441)	(9.274)	(8.918)	(8.570)
Traffic Safety-Officer	Revenue	4.760	2.965	2.974	2.955	2.985
	Operating expenses	7.519	9.236	9.688	10.341	10.487
	Transfer to Capital	-	-	-	-	-
		2.759	6.271	6.714	7.386	7.502
Traffic Safety-Division	Revenue	-	2.000	2.000	2.000	2.000
	Operating expenses	1.659	1.267	1.534	1.587	1.625
	Transfer to Capital	-	-	-	-	-
		1.659	(0.733)	(0.466)	(0.413)	(0.375)
Mill Rate Support/(Contribution)		**(3.087)**	**(0.903)**	**(3.026)**	**(1.944)**	**(1.443)**

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Fire and Rescue Response

Includes:

- *Fire and Rescue Response*
- *Fire Investigation*

Description

To provide quick, proficient, emergency and non-emergency fire suppression and rescue assistance to victims of fire, accidents, and other disasters or emergencies in order to prevent or minimize loss of life or property. This includes fire suppression, notification and evacuation of citizens, rescue services including motor vehicle extrication, high angle, trench, elevator, water, and ice rescue, investigation and mitigation of carbon monoxide or other gas leaks, and other hazardous materials incidents.

Additional contributions include standby fire and rescue service at public events, support to public education programs, supplement fire inspection and by-law enforcement program, fire investigation services potentially leading to offender identification, arrest and/or counselling in regard to incidents of deliberately set fires and response to medical emergencies.

Key Goals

1. Improve capacity to effectively respond to emergencies and disasters in a manner that is financially sustainable for the citizens of Winnipeg.
2. Invest in technology, equipment, and staff training to maximize safety for all emergency responders as well as the public.
3. Invest in technology, equipment, and staff training to protect the environment.
4. Ensure a respectful work environment and positive public image.

Service Level Statistics

Description	2011	2012	2013
Total Fires	3,070	2,773	1,926
Alarm - No Fire	7,581	7,673	7,558
Gas/Odor/Hazardous Materials Emergencies	1,250	1,038	924
Miscellaneous Emergencies	5,494	4,274	4,109
Rescue Emergencies	225	159	121
Fire Investigations	533	518	445
Arson Determinations*	269	286	n/a

* Winnipeg Police Service reports Arson Determinations.

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.692	0.406	0.420		0.429	0.429
Provincial funding (service specific)	4.582	3.726	3.726		3.726	3.726
Revenues	**5.275**	**4.132**	**4.146**	**1**	**4.155**	**4.156**
Salaries and benefits	96.486	95.955	99.722		103.235	105.130
Services	3.938	4.016	4.341		4.697	4.997
Materials, parts, and supplies	2.801	2.857	3.008		3.021	3.021
Assets and purchases	0.254	0.697	0.620		0.605	0.607
Debt and finance charges	1.179	0.844	0.739		0.738	0.727
Grants, transfers and other	1.675	1.022	1.043		1.045	1.047
Recoveries	(0.147)	(0.050)	(0.040)		(0.040)	(0.040)
Operating expenses	**106.184**	**105.342**	**109.433**		**113.301**	**115.489**
Transfer to Capital	3.500	-	2.344		5.371	4.437
Total Expenses	**109.684**	**105.342**	**111.777**	**2**	**118.672**	**119.927**
Mill Rate Support/(Contribution)	**104.409**	**101.210**	**107.631**		**114.517**	**115.771**
Full-time Equivalent Positions	**824**	**832**	**851**		**851**	**851**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Addition of the recovery of collection agency fees	0.014
	0.014

2 Expenses

Increase in salaries and benefits	3.767
Transfer to Capital	2.344
Increase in fleet capital lease costs	0.313
Decrease in debt and finance charges	(0.105)
Miscellaneous adjustments	0.116
	6.435

Full-time Equivalent Positions

One-time adjustment due to position management reconciliation of 20 firefighter FTEs, with a reduction of 1 FTE due to the refinement of the service based view.

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Fire & Rescue Response	Revenue	5.274	4.132	4.146	4.155	4.155
	Operating expenses	105.386	104.495	108.544	112.389	114.564
	Transfer to Capital	3.500	-	2.344	5.371	4.437
		103.612	100.364	106.742	113.605	114.846
Fire Investigation	Revenue	-	-	-	-	-
	Operating expenses	0.798	0.846	0.889	0.912	0.925
	Transfer to Capital	-	-	-	-	-
		0.797	0.846	0.889	0.912	0.925
Mill Rate Support/(Contribution)		**104.409**	**101.210**	**107.631**	**114.517**	**115.771**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	5.293	46.714	52.007

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Fire and Injury Prevention

Includes:

- *Fire & Injury Prevention Education*
- *Fire Inspection*

Description

To protect citizens, and minimize loss of life and property due to fire through ensuring adherence to existing building standards for construction, safety, and egress.

To provide citizens with fire and life safety education, advice, and promote safe choices that will reduce the need for emergency fire, rescue and medical services.

Key Goals

1. Ensure safety of housing and other buildings through plan examinations, inspections, and fire code and by-law enforcement.
2. Identify and engage key target audiences to maximize effectiveness of educational opportunities.
3. Decrease the incidence of fire or injury emergencies through expansion of public education programs.
4. Investigate and pursue partnerships to enhance ability to prevent fire and injuries.
5. Save lives through promotion of public access defibrillation, and 'demand reduction' initiatives such as plan examinations and residential sprinklers.

Service Level Statistics

Description	2011	2012	2013
Fire Prevention By-Law/Building Code Inspections [A]	5,243	6,396	5,243
Operations Inspections	3,053	2,861	3,053
Permits Issued	342	300	342
Property File Searches/Plans Examined	1,068	892	1,068
Fire Safety House	170	400	185
Other Community Events	260	233	407
Fire Safety Lectures/Presentations [B]	407	404	308
Medical/Injury Prevention Lectures/Presentations [B]	45	0	9
Youth Fire Stop [C]	119	78	139
Career Symposiums [D]	12	8	0
Car Seat Inspections	439	93	153
Evacuation Fire Drills	434	148	143
Fire/Paramedic Station Tours	281	346	446
Public Service Announcements (Media) [E]	53	70	25
Arson Prevention Initiative [F]	1,215	153	398

[A] WFPS continues to achieve service efficiencies by focusing fire and injury prevention education lectures on larger groups, and inspections of bigger and 'high risk' occupancies such as hotels and rooming houses which require more resources. Operations crews are increasingly responsible for performing regular inspections.

[B] The Public Education Branch provides information online and through social media to target larger events and broader audiences. A safety awareness and education program for Grade 3 students reaches students in the schools. The at-home component that children complete with their families reaches a much wider audience.

[C] Improved collaboration with Winnipeg Police and established referral processes have increased enrollment in the Youth Fire Stop Program.

[D] WFPS has incorporated more information on the departmental website concerning requirements for employment with contact information for recruitment, as well as a move to social media for public engagement. There is also departmental recruitment staff representation at industry conferences such as Manitoba Interact.

[E] WFPS is embracing social media as a means of distributing information on Fire and Injury Prevention.

[F] A total of property owners contacted in the community and calls made to the 311 Contact Centre. The Arson Prevention Initiative began in 2011 with cooperative efforts among city departments including Water and Waste and the Fire Paramedic Service. Operational firefighters patrol neighborhoods to identify arson risks and raise homeowner awareness. Fire crews can also contact Water and Waste directly to arrange for pickup. Concurrently, Water and Waste proactively picks up bulky materials they have identified as contributing to the problem.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.307	0.232	0.234		0.235	0.235
Provincial funding (service specific)	0.050	0.050	0.050		0.050	0.050
Revenues	**0.357**	**0.282**	**0.284**	**1**	**0.285**	**0.285**
Salaries and benefits	4.378	4.373	4.655		4.798	4.886
Services	0.353	0.329	0.357		0.362	0.367
Materials, parts, and supplies	0.089	0.123	0.115		0.115	0.115
Assets and purchases	0.023	0.066	0.062		0.062	0.062
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.336	0.336	0.339		0.339	0.339
Recoveries	(0.001)	-	-		-	-
Operating expenses	**5.178**	**5.228**	**5.527**		**5.675**	**5.768**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.178**	**5.228**	**5.527**	**2**	**5.675**	**5.768**
Mill Rate Support/(Contribution)	**4.821**	**4.946**	**5.243**		**5.390**	**5.483**
Full-time Equivalent Positions	**41**	**40**	**42**		**41**	**41**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.002
	0.002

2 Expenses

Increase in salaries and benefits	0.282
Miscellaneous adjustments	0.017
	0.299

Full-time Equivalent Positions

The addition of 1 Fire Prevention Officer and an additional FTE due to refinement of service based view.

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Fire & Injury Prev Education	Revenue	0.006	-	-	-	-
	Operating expenses	1.009	1.025	1.058	1.072	1.086
	Transfer to Capital	-	-	-	-	-
		1.003	1.025	1.058	1.071	1.085
Fire Inspection	Revenue	0.352	0.282	0.284	0.285	0.285
	Operating expenses	4.170	4.203	4.469	4.604	4.683
	Transfer to Capital	-	-	-	-	-
		3.818	3.921	4.185	4.319	4.398
Mill Rate Support/(Contribution)		**4.821**	**4.946**	**5.243**	**5.390**	**5.483**

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Medical Response

Includes:

- *Medical Response*
- *Medical Transfers*

Description

To provide quick, proficient primary response to all medical emergency situations, including the provision of pre-hospital patient care, patient transport to hospital, patient transfer services between facilities, and standby at critical police and fire rescue incidents, and special events.

Key Goals

1. Improve capacity to effectively respond to medical emergencies in a manner that is financially sustainable for the citizens of Winnipeg.
2. Improve quality of medical service provided.
3. Expand the quality improvement process to quantify and improve customer satisfaction.
4. Pursue partnerships to enhance delivery of medical service.
5. Ensure a respectful work environment and positive public image.

Service Level Statistics

Description	2011	2012	2013
Emergency Medical Incidents	61,670	64,998	63,619
Medical Incidents with ambulance dispatched (Emergency)	53,650	56,078	54,020
Medical Incidents with only fire dispatched (Emergency)	8,020	8,920	9,599
Scheduled Inter-facility Patient Transfers*	8,327	8,506	7,531
Emergency Patient Transports	49,201	50,027	46,482
Patients Assessed or Treated at Scene (not transported)	13,232	15,289	16,366
Total Patient Contacts (excluding Community Paramedicine)	70,664	73,698	70,044
Patient Contacts per Thousand Population	102.1	104.6	100.2
Main Street Project Patient Contacts*	7,271	11,248	12,299
Community Paramedicine Patient Contacts (EPIC)	0	0	1,058

Source: WFPS Electronic Patient Care Reporting System.

* Restated to reflect changed reporting methodology and data source.

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	27.616	30.137	28.219		28.779	29.301
Provincial funding (service specific)	17.427	17.186	21.115		22.532	22.119
Revenues	**45.043**	**47.323**	**49.334**	**1**	**51.311**	**51.420**
Salaries and benefits	44.456	46.390	48.901		50.678	51.912
Services	4.417	4.371	4.571		4.612	4.654
Materials, parts and supplies	1.859	1.962	2.009		2.072	2.072
Assets and purchases	0.371	0.939	0.972		0.899	0.904
Debt and finance charges	3.411	2.290	2.245		2.245	2.240
Grants, transfers and other	1.538	1.003	1.034		1.035	1.036
Recoveries	(0.009)	-	-		-	-
Operating expenses	**56.042**	**56.956**	**59.733**		**61.540**	**62.818**
Transfer to Capital	1.500	-	1.004		2.302	1.902
Total Expenses	**57.542**	**56.956**	**60.737**	**2**	**63.842**	**64.720**
Mill Rate Support/(Contribution)	**12.499**	**9.633**	**11.403**		**12.531**	**13.300**
Full-time Equivalent Positions	**466**	**468**	**476**		**475**	**475**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in Winnipeg Regional Health Authority revenue	2.720
Increase in the ambulance grant for medical transfers	1.187
Increase in hospital offload delay revenue	0.200
Addition of the recovery of collection agency fees	0.076
Decrease of ambulance revenue user fees due to lower call volume	(2.197)
Miscellaneous adjustments	0.025
	2.011

2 Expenses

Increase in salaries and benefits	2.511
Transfer to Capital	1.004
Increase in fleet capital lease costs	0.110
Increase in utilities and equipment costs	0.083
Miscellaneous adjustments	0.073
	3.781

Full-time Equivalent Positions

Addition of 1 HR Consultant, and 1 HR Clerk, both fully funded by the WRHA. Increase of 1 HR Return to Work Coordinator and 2 Information System Specialists, and 1 FTE from the refinement of the service based view. This is offset by the reduction of 1 Financial Analyst. There is an additional increase of 3 FTEs due to a reduction in vacancy management.

Medical Response

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Medical Response	Revenue	39.075	40.926	41.811	43.567	43.523
	Operating expenses	49.753	50.491	52.280	53.880	55.005
	Transfer to Capital	1.500	-	1.004	2.302	1.902
		12.178	9.565	11.473	12.615	13.383
Medical Transfers	Revenue	5.968	6.397	7.523	7.744	7.897
	Operating expenses	6.289	6.464	7.453	7.660	7.814
	Transfer to Capital	-	-	-	-	-
		0.321	0.067	(0.070)	(0.084)	(0.083)
Mill Rate Support/(Contribution)		**12.499**	**9.633**	**11.403**	**12.531**	**13.300**

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Disaster Preparedness and Response

Description

To provide a prompt and coordinated response by the City of Winnipeg to major peacetime disasters by:

- Minimizing the impact of an emergency or disaster on the City of Winnipeg.
- Protecting and preserving the health and property of the citizens of Winnipeg.
- Maintaining and restoring essential services during an emergency or disaster.
- Acting as a host community for evacuees from outside the city upon request from the proper authority.

Key Goals

1. Prepare and test plans and strategies for new and emerging health risks and hazards.
2. Develop new and/or enhance current partnerships with other levels of government, authorities and community agencies.
3. Enhance the City's emergency plan to be more responsive to the needs of at risk populations (e.g. disabled, seniors, and children) and geographic communities and stakeholders within Winnipeg.
4. Provide emergency preparedness education and training to staff, partnering agencies and the general community.

Service Level Statistics

Description	2011	2012	2013
Presentations/Consultations	42	64	51
Disaster Management Training Sessions	6	5	5
Individuals Trained	171	162	170
Exercises (internal and with stakeholders)	3	6	7
Emergency Operations Centre/Multiple Department Activation	3	2	2
Emergency Operations Centre - Days Activated*	30	4	2
Number of people evacuated/evacuation alert	610	357	207
Number of people directly assisted	460	131	116

* In 2013, the EOC was fairly inactive due to no spring flooding concerns and other significant emergencies.

Disaster Preparedness and Response

Contributing Departments

Fire Paramedic Service 87 %
Community Services 13 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.194	0.161	0.179		0.183	0.186
Services	0.049	0.045	0.045		0.045	0.045
Materials, parts, and supplies	0.002	0.013	0.008		0.008	0.008
Assets and purchases	0.002	0.009	0.005		0.005	0.005
Debt and finance charges	0.001	0.001	-		-	-
Grants, transfers and other	0.112	0.107	0.088		0.088	0.088
Recoveries	(0.001)	-	(0.002)		(0.003)	(0.003)
Operating expenses	**0.359**	**0.334**	**0.324**		**0.326**	**0.330**
Transfer to Capital	-	-	-		-	-
Total Expenses	**0.359**	**0.334**	**0.324**	**2**	**0.326**	**0.330**
Mill Rate Support/(Contribution)	**0.359**	**0.334**	**0.324**		**0.326**	**0.330**
Full-time Equivalent Positions	**2**	**2**	**2**		**2**	**2**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues
n/a

2 Expenses

Miscellaneous adjustments	(0.010)
	(0.010)

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Recreation

Includes:

- *Aquatics Programs*
- *Ice Skating*
- *Recreation*
- *Casual Facility Use*
- *Community Centres*
- *Arenas*

Description

Provide high quality aquatics, recreation and leisure opportunities/programs in order to enhance life skills, community leadership development and overall quality of life for citizens in our neighbourhoods.

Key Goals

1. Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
2. Provide leadership and support the work of other service providers to build the foundation for quality of life and to promote a safe and healthy community.
3. Provide recreation services by collaborating and leveraging resources through partnerships.
4. Provide equitable opportunities to participate in recreation programs and services.
5. Provide meaningful and relevant recreational opportunities to increase the participation of Aboriginal youth in City of Winnipeg services.
6. Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.
7. Provide safe and healthy environments in the delivery of programs conducive to an enjoyable experience and personal well-being.

Service Level Statistics

Description	2011	2012	2013
% of Prime Time Ice Sold in the Regular Season [A]	90%	92%	91%
Number of Recreation and Leisure Programs [B]	3,663	3,435	3,158
Number of Aquatic Classes Annually	7,354	7,660	8,125
Number of Hours of Free Programming at Children/Youth Sites [C]	33,316	26,437	26,729
Attendance at Free Children and Youth Programming Provided Through Provincial Partnerships	19,434	18,911	45,566 [D]
Number of Hours of Wading Pool Free Programming	31,479	26,698	26,739
Number of Hours of Spray Pad Free Programming	5,244	7,912	9,112 [E]
Total Value of Registered Programming/Facility Access Pass Fee Waivers	$152,501	$210,326	$188,291
Total Value of Admissions to Free Swims	$287,841	$378,640	$498,242 [F]
Number of Public Swim Visits to Outdoor Pools	108,238	106,426	96,971

[A] For each calendar year, the regular season consists of January 1 - February 28 and October 1 - December 31.

[B] The emergence of new adult fitness and leisure service providers in the local marketplace has increased competitiveness and had some impact on attendance at City of Winnipeg programs. In addition, there was a reclassification of French Learn to Swim programming in 2013. It is now being reported under Aquatics instead of Recreation and Leisure.

[C] Includes City of Winnipeg Partnerships.

[D] The increase in attendance is attributed to the inclusion of data from City of Winnipeg partnerships including Sport Programming in Inner City Neighborhoods (SPIN), and Art City.

[E] Of 11 spray pads, 9 spray pads operated from June 1 - Sept 2; 2 spray pads operated from July 1 - Sept 2. All spray pads operated under extended hours from July 2 - Sept 2, and the season for all spray pads was extended until Sept 15. The increase in the number of sites (2 new spray pads were added for the 2013 season), extended hours and extended season resulted in an increase in the hours of spray pad programming in 2013.

[F] Enhanced tracking of programming/complimentary aquatic access fee waivers in 2013.

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	13.320	14.048	13.464		13.335	13.335
Provincial funding (service specific)	0.500	0.500	0.500		0.500	0.500
Revenues	**13.820**	**14.548**	**13.964**	**1**	**13.835**	**13.835**
Salaries and benefits	17.801	18.884	19.239		19.772	20.146
Services	2.964	3.170	3.133		3.082	3.092
Materials, parts, and supplies	0.444	0.541	0.520		0.533	0.533
Assets and purchases	0.128	0.085	0.113		0.093	0.112
Debt and finance charges	0.185	0.180	0.196		0.193	0.191
Grants, transfers and other	29.272	31.740	31.445		32.226	35.451
Recoveries	(0.596)	(0.234)	(0.410)		(0.451)	(0.455)
Operating expenses	**50.198**	**54.365**	**54.236**		**55.449**	**59.071**
Transfer to Capital	1.538	1.102	0.790		1.003	1.755
Total Expenses	**51.736**	**55.467**	**55.026**	**2**	**56.452**	**60.826**
Mill Rate Support/(Contribution)	**37.916**	**40.919**	**41.062**		**42.617**	**46.991**
Full-time Equivalent Positions	**357**	**357**	**356**		**358**	**359**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in program registration fee revenue to better align with historical actuals	(0.300)
Decrease in corporate employee wellness pass revenue to better align with historical actuals	(0.100)
Decrease in aqua fitness revenue to better align with historical actuals	(0.100)
Miscellaneous adjustments	(0.084)
	(0.584)

2 Expenses

Increase in building services charges	1.066
Increase in grants as per Council approved arena strategies and Universal Funding Formula grants to community centres	0.380
Increase in salaries and benefits	0.355
Defer funding to the YMCA-YWCA of Winnipeg towards new recreational facilities until funding agreement is confirmed	(1.750)
Transfer to Capital	(0.312)
Miscellaneous adjustments	(0.180)
	(0.441)

Full-time Equivalent Positions

Decrease primarily due to administrative scheduling efficiencies across indoor pool portfolio (12 pools), net of increases for Council approved 2015 outdoor pool enhancements and the rebuilt East Elmwood Leisure Centre.

Recreation

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Arenas	Revenue	-	-	2.965	2.745	2.745
	Operating expenses	-	-	5.452	5.135	5.044
	Transfer to Capital	-	-	-	-	-
		-	-	2.487	2.390	2.299
Aquatics Programs	Revenue	3.541	3.720	3.616	3.616	3.616
	Operating expenses	10.650	12.402	12.021	11.400	11.580
	Transfer to Capital	0.085	0.062	-	-	0.062
		7.194	8.744	8.405	7.785	8.027
Ice Skating	Revenue	0.379	0.379	0.386	0.386	0.386
	Operating expenses	0.851	0.990	0.907	0.916	0.923
	Transfer to Capital	-	0.062	-	-	0.062
		0.473	0.674	0.521	0.530	0.599
Recreation Programs	Revenue	1.819	2.152	1.835	1.835	1.835
	Operating expenses	6.348	7.486	8.238	8.759	8.938
	Transfer to Capital	-	0.488	0.395	0.500	0.814
		4.529	5.821	6.798	7.424	7.917
Casual Facilty Use	Revenue	7.845	8.062	4.926	5.018	5.018
	Operating expenses	23.946	24.939	18.419	19.717	22.905
	Transfer to Capital	0.725	0.488	0.395	0.500	0.814
		16.826	17.365	13.888	15.200	18.702
Community Centres	Revenue	0.235	0.235	0.235	0.235	0.235
	Operating expenses	8.402	8.490	9.138	9.458	9.616
	Transfer to Capital	0.725	-	-	-	-
		8.892	8.255	8.903	9.223	9.381
Golf Courses	Revenue	0.001	0.001	0.001	0.001	0.001
	Operating expenses	0.000	0.058	0.061	0.064	0.065
	Transfer to Capital	0.002	0.002	-	0.002	0.001
		0.001	0.060	0.061	0.065	0.066
Mill Rate Support/(Contribution)		**37.916**	**40.919**	**41.062**	**42.617**	**46.991**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Wading & Outdr Extd Season Res	-	0.063	-	-	-

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	12.806	46.970	59.776

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Golf Services (SOA)

Description

The City of Winnipeg has operated municipal golf courses since 1921. Winnipeg Golf Services was established in 2002 to administer the City's 12 golf course assets. The Agency is responsible for operating and maintaining golf courses, managing contracts and leases for City lands used by privately operated golf courses, managing a contracted cross country ski operation and other services compatible with a golf operation.

Key Goals

1. Improve golf course playability.
2. Provide high quality customer service.
3. Ensure financial and environmental sustainability.
4. Improve the image of municipal courses.
5. Increase revenues from associated services.

Service Level Statistics

Description	2011	2012	2013
Kildonan (39.49 hectares)			
Days Open	192	202	169
Total Rounds	32,580	29,481	28,753
Windsor (46.13 hectares)			
Days Open	142	192	153
Total Rounds	17,203	25,212	22,500
Crescent Drive (15.39 hectares)			
Days Open	117	161	156
Total Rounds	17,667	16,006	13,936
Harbour View (12.8 hectares)			
Days Open	194	201	164
Total Rounds	17,741	15,010	13,298

There are four different types of arrangements under which the golf courses are managed.

City Operated and Maintained: Kildonan Park, Windsor Park, Crescent Drive

Leased Properties: Rossmere, St. Boniface, Transcona, Wildwood Club, Assiniboine, Canoe Club, Tuxedo

Managed Contract: John Blumberg

City Maintained/Contractor Operated: Harbour View Golf Course and Recreation Complex

Golf Services (SOA)

Contributing Departments

Golf Services SOA 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	2.272	3.740	3.612		3.718	3.753
Provincial funding (service specific)	0.027	0.028	0.028		0.029	0.030
Revenues	**2.299**	**3.768**	**3.641**	**1**	**3.747**	**3.783**
Salaries and benefits	1.218	1.400	1.441		1.472	1.498
Services	0.894	0.731	0.723		0.735	0.748
Materials, parts, and supplies	0.220	0.201	0.222		0.226	0.231
Assets and purchases	-	0.001	0.001		0.001	0.001
Debt and finance charges	0.479	0.275	0.277		0.279	0.275
Grants, transfers and other	0.799	0.201	0.206		0.211	0.212
Recoveries	(0.013)	(0.027)	(0.011)		(0.011)	(0.011)
Expenses	**3.596**	**2.782**	**2.860**	**2**	**2.915**	**2.954**
Surplus/(Deficit)	**(1.298)**	**0.986**	**0.781**		**0.832**	**0.829**
Full-time Equivalent Positions	**21**	**24**	**24**		**24**	**24**

Winnipeg Golf Services is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase due to transfer from General Revenue Fund	0.750
Increase in green fee revenue	0.090
Decrease due to non-recurring gain on forgiveness of loans from the Golf Course Reserve in 2014	(0.872)
Decrease in transfer from the Golf Course Reserve	(0.077)
Miscellaneous adjustments	(0.018)
	(0.127)

2 Expenses

Increase in salaries and benefits in accordance with collective agreements	0.041
Miscellaneous adjustments	0.037
	0.078

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Golf Course Reserve	1.325	0.496	0.445	0.464	0.524

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Community Liveability

Includes:

- *Community By-law Enforcement*
- *Bicycle Recovery*
- *Citizen Crisis Response*
- *Social Grants*
- *Community Health Inspection*

Description

Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community including:
- Community By-law Enforcement Services (CBES) with a focus on neighbourhood liveability including housing and property standards.
- Business Licensing (Doing Business in Winnipeg By-law) and Taxicabs.
- Crisis response coordination - connecting citizens to available services as required in relation to mandated city services.
- Emergency health and social services response to citizens during local emergencies and disasters.
- Administration of social grants to community organizations to provide a service that the City of Winnipeg would otherwise need to provide in support of safe and healthy neighbourhoods.
- Administration of a bicycle recovery program.

Key Goals

1. To continue to build and enhance divisional performance measurement/accountability systems in order to improve service quality, including inspection consistency, operational due diligence, and customer service.
2. To continue to enhance civic engagement/outreach by strengthening partnerships and developing new partnerships and to conduct four proactive community sweeps focused on "yard to yard" inspections in 2014.
3. To maintain the number of vacant buildings at 390 or lower (with a variance of plus or minus 15%) through the continued delivery of a comprehensive program designed to accelerate property restoration and re-occupancy.

   Assumption: That no greater than 190 'new' vacant buildings are added to the list in a given year and that staff field inspection resourcing is equivalent.

Service Level Statistics

Description	2011	2012	2013
No. of Housing/Property Complaint Responses	11,615	15,287	16,460
No. of Property Standards Inspections*	n/a	21,311	24,128
No. of Vacant Buildings as at January 1**	535	431	397
No. of Vacant Buildings Added to the List During the Year	n/a	181	186
No. of Vacant Buildings Removed from the List During the Year	n/a	215	193
No. of Vacant Buildings as at December 31	431	397	390
No. of Compliance Orders Issued	4,662	5,874	6,118
No. of Common Offence Notices Issued (Tickets)	508	527	564
No. of Property Clean-Ups Conducted by the Public Service	101	158	287
No. of Business Types Regulated***	26	26	27
No. of Business Licenses Issued	6,111	6,330	6,033
No. of Taxi Cab Licenses Issued	776	770	748
No of Crisis Response/Resource Connection/Information Referrals Responded to	489	560	537
No. of Emergencies Responded/No. of Individuals Impacted	8 / 460	11 / 131	6 / 116

* The 'Number of Property Standards Inspections' was restated for 2011 and 2012 to reflect a change in methodology in collecting and reporting the number of inspections conducted in relation to a property.

** The Vacant Building Program started in October 2010. At that time, there were 577 vacant buildings.

*** The 'Number of Business Types Regulated' has been restated for 2011 and 2012 to reflect the number of business activities licensed, not including the licensing levels within an activity. In 2013, Flea Market was added as a new business license category.

Community Liveability

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	1.257	1.362	1.038		0.842	0.842
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.257**	**1.362**	**1.038**	**1**	**0.842**	**0.842**
Salaries and benefits	3.216	3.097	3.170		3.255	3.343
Services	0.499	0.449	0.506		0.524	0.525
Materials, parts, and supplies	0.041	0.076	0.077		0.080	0.076
Assets and purchases	0.004	0.009	0.022		0.018	0.018
Debt and finance charges	0.018	0.035	0.031		0.018	0.017
Grants, transfers and other	1.073	1.058	1.138		1.130	1.130
Recoveries	(0.249)	(0.106)	(0.128)		(0.142)	(0.142)
Operating expenses	**4.603**	**4.619**	**4.816**		**4.883**	**4.967**
Transfer to Capital	0.150	-	-		-	-
Total Expenses	**4.753**	**4.619**	**4.816**	**2**	**4.883**	**4.967**
Mill Rate Support/(Contribution)	**3.496**	**3.257**	**3.778**		**4.041**	**4.126**
Full-time Equivalent Positions	**49**	**43**	**43**		**43**	**43**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in general health license revenue to complete the transition to the Province by March 31, 2015	(0.407)
Increase in general license revenue	0.100
Miscellaneous adjustments	(0.017)
	(0.324)

2 Expenses

Establish grant to United Way - Plan to End Homelessness	0.150
Increase in salaries and benefits	0.073
Decrease in facility charges	(0.046)
Elimination of grant to Mediation Services	(0.005)
Miscellaneous adjustments	0.025
	0.197

Community Liveability

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Community Health Inspection	Revenue	0.590	0.597	0.196	-	-
	Operating expenses	0.453	0.479	0.143	-	-
	Transfer to Capital	-	-	-	-	-
		(0.137)	(0.118)	(0.052)	-	-
Community By-law Enforcement	Revenue	0.597	0.683	0.760	0.760	0.760
	Operating expenses	3.022	3.152	3.538	3.741	3.820
	Transfer to Capital	0.150	-	-	-	-
		2.575	2.469	2.778	2.981	3.060
Bicycle Recovery	Revenue	0.070	0.082	0.082	0.082	0.082
	Operating expenses	0.202	0.185	0.184	0.186	0.187
	Transfer to Capital	-	-	-	-	-
		0.131	0.103	0.102	0.104	0.105
Citizen Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.341	0.179	0.187	0.190	0.193
	Transfer to Capital	-	-	-	-	-
		0.341	0.179	0.187	0.190	0.193
Social Grants	Revenue	-	-	-	-	-
	Operating expenses	0.584	0.625	0.763	0.766	0.767
	Transfer to Capital	-	-	-	-	-
		0.584	0.625	0.763	0.766	0.767
Mill Rate Support/(Contribution)		**3.496**	**3.257**	**3.778**	**4.041**	**4.126**

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Libraries

Includes:

- *Library Circulation*
- *Library Information*
- *Children's Library*

Description

To enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.

Key Goals

1. To provide the public with equitable access to library materials in a variety of formats and in a convenient and cost-effective manner.
2. To provide library users with access to new and enhanced services.
3. To provide timely assistance to the public in their search for materials and information.
4. To provide the public with high quality programs in all branches with an emphasis on literacy and life-long learning.
5. To provide the public with library facilities that are safe, convenient and accessible community places.
6. To market and promote the collections, programs and services of the library system to ensure maximum public benefit.
7. To provide qualified, well-trained staff that reflects the diversity of the community.
8. To provide collections, services and programs that are responsive to the needs of Winnipeg's diverse communities.

Service Level Statistics

Description	2011	2012*	2013 **
Number of Items Circulated***	5,488,188	5,599,002	5,330,496
Number of Information Questions Answered	346,909	371,745	333,841
Number of Library Material Holdings****	1,593,214	1,416,835	1,289,209
Number of Library Programs	3,239	3,146	3,350
Number of Attendees at Programs	73,073	74,127	80,382
Number of Computer Bookings	629,805	555,625	525,858
Number of Visits to Library Website	1,630,816	1,769,219	2,982,173
Number of Annual In-person Visits	2,689,454	2,692,447	2,736,059

* In 2012, two libraries were closed for renovations for a total of 8 weeks of closures.

** In 2013, one library was closed for renovations for a total of 34 weeks of closure.

*** The 'Number of Items Circulated' was restated for 2011 and 2012 to reflect a reporting change to include electronic circulation.

**** Reflects ongoing removal of out-of-date reference or other worn or read-out print collections and their replacement, where possible, with electronic resources. Also reflects the fact that Winnipeg Public Library's ebook collection is no longer integrated with the Provincial collection and the overall collection size is smaller.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.868	1.008	0.972		0.972	0.972
Provincial funding (service specific)	2.010	2.010	2.010		2.010	2.010
Revenues	**2.878**	**3.018**	**2.982**	**1**	**2.982**	**2.982**
Salaries and benefits	15.172	16.273	16.551		17.009	17.350
Services	0.962	1.144	1.187		1.194	1.195
Materials, parts, and supplies	0.228	0.354	0.293		0.266	0.264
Assets and purchases	2.788	3.096	3.162		3.166	3.170
Debt and finance charges	0.302	0.680	1.047		1.382	1.438
Grants, transfers and other	7.678	7.998	8.085		8.111	8.111
Recoveries	(0.020)	(0.055)	(0.093)		(0.112)	(0.114)
Operating expenses	**27.109**	**29.489**	**30.232**		**31.014**	**31.413**
Transfer to Capital	0.680	1.500	1.464		0.753	0.806
Total Expenses	**27.789**	**30.989**	**31.696**	**2**	**31.767**	**32.219**
Mill Rate Support/(Contribution)	**24.911**	**27.971**	**28.714**		**28.785**	**29.237**
Full-time Equivalent Positions	**279**	**286**	**285**		**285**	**285**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease library fines to better align with historical actuals	(0.075)
Miscellaneous adjustments	0.039
	(0.036)

2 Expenses

Increase in external debt and finance charges related to the Library Redevelopment Strategy	0.367
Increase in salaries and benefits	0.278
Increase in facility charges related to the Library Redevelopment Strategy	0.085
Increase in library materials	0.064
Transfer to Capital	(0.036)
Miscellaneous adjustments	(0.051)
	0.707

Full-time Equivalent Positions

Decrease due to the refinement of service based view.

Libraries

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Library Circulation	Revenue	2.061	1.811	1.789	1.789	1.789
	Operating expenses	15.661	16.929	17.467	17.899	18.102
	Transfer to Capital	0.404	0.510	0.498	0.256	0.274
		14.004	15.628	16.175	16.366	16.586
Library Information	Revenue	0.511	0.755	0.746	0.746	0.746
	Operating expenses	7.497	8.197	8.209	8.436	8.566
	Transfer to Capital	0.171	0.495	0.483	0.248	0.266
		7.158	7.938	7.946	7.939	8.087
Children's Library	Revenue	0.306	0.453	0.447	0.447	0.447
	Operating expenses	3.951	4.363	4.556	4.680	4.745
	Transfer to Capital	0.105	0.495	0.483	0.248	0.266
		3.749	4.405	4.592	4.481	4.564
Mill Rate Support/(Contribution)		**24.911**	**27.971**	**28.714**	**28.785**	**29.237**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Library Reserve	-	-	-	-	-

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	5.800	21.728	27.528

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Arts, Entertainment and Culture

Includes:

- *Arts, Entertainment and Culture Grants*
- *Arts, Entertainment and Culture Events*
- *Museums*
- *Assiniboine Park Conservancy*

Description

To provide citizens and visitors with attractions, entertainment, arts and cultural events that contribute to a dynamic urban image, economic development and a vibrant city lifestyle through:

- Operating and capital grant support to the Assiniboine Park Conservancy Inc., a not-for-profit corporation established to manage, fundraise and redevelop Assiniboine Park and its attractions. Assiniboine Park is a 400 acre manicured English landscape style park featuring a zoo with one of Canada's largest animal collections, a conservatory with ever-changing botanic displays, outdoor gardens, theatre, performance and art displays, annual community events, trails, meadows and athletic fields for year-round leisure activities;
- Grant support to museums, arts, entertainment and cultural communities to provide a wide range of events, shows and displays for Winnipeg residents and visitors to the City; and
- Attracting and assisting film-makers and event organizers by providing logistical support, facilitated contact and liaison with civic departments, private sector business and organizations in support of a welcoming community for film activities and a strong and vibrant calendar of cultural and special events.

Key Goals

1. Work with Assiniboine Park Conservancy to support capital development and improvement to the Park.
2. Support film, culture and special events by working cooperatively with civic departments and other organizations to provide logistical support to the film industry, event organizers, and arts organizations.

Service Level Statistics

Description	2011	2012	2013
Film, Culture, and Special Events			
Visitors Attending Festivals (Source: Winnipeg Arts Council)	1,020,171	1,193,310	1,103,805
Visitors Attending Cultural Events (Source: Winnipeg Arts Council)	2,426,935	2,774,405	2,587,514
Cultural Labour Force (Source: Arts and Cultural Industries)	25,000*	25,000*	25,000*
Manitoba Value in Film Industry (Source: Manitoba Film & Sound) (in millions of $)	$60.0	$95.0	$108.8
Special Events Held in Winnipeg	347	352	335
Number of Full Length Feature Films Filmed in Winnipeg	11	14	13

* TICKET TO THE FUTURE Report - Winnipeg Arts Council

Arts, Entertainment and Culture

Contributing Departments

Community Services	78 %
City Clerks	17 %
Museums	4 %
CAO Office	1 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.324	0.370	0.440		0.451	0.461
Services	0.115	0.106	0.051		0.050	0.050
Materials, parts and supplies	0.008	0.011	0.016		0.015	0.013
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.240	0.271	1.547		1.792	1.787
Grants, transfers and other	17.586	17.903	17.028		16.769	17.150
Recoveries	(0.013)	(0.002)	(0.001)		(0.001)	(0.001)
Operating expenses	**18.261**	**18.660**	**19.081**		**19.076**	**19.461**
Transfer to Capital	7.763	14.374	9.318		2.511	2.562
Total Expenses	**26.024**	**33.034**	**28.399**	**2**	**21.587**	**22.023**
Mill Rate Support/(Contribution)	**26.024**	**33.034**	**28.399**		**21.587**	**22.023**
Full-time Equivalent Positions	**5**	**6**	**6**		**6**	**6**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in debt and finance charges	1.276
Increase in grant to Winnipeg Arts Council	0.250
Increase in salaries and benefits	0.070
Transfer to Capital	(5.056)
Decrease to the operating grant to Assiniboine Park Conservancy (2014 - $12,207,000; 2015 - $11,376,000)	(0.831)
Non-recurring grant to Friends of Upper Fort Garry	(0.115)
Non-recurring grant to Winnipeg Art Gallery	(0.075)
Non-recurring grant to Western Canadian Aviation Museum	(0.075)
Non-recurring grant to African Canadian Foundation	(0.039)
Non-recurring grant to Manitoba Theatre for Young People	(0.023)
Miscellaneous adjustments	(0.017)
	(4.635)

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	4.479	4.790	4.713	5.026	4.943
	Transfer to Capital	-	-	-	-	-
		4.479	4.790	4.713	5.026	4.943
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.356	0.356	0.390	0.399	0.406
	Transfer to Capital	-	-	-	-	-
		0.356	0.356	0.390	0.399	0.406
Museums	Revenue	-	-	-	-	-
	Operating expenses	0.979	0.979	1.031	1.031	1.031
	Transfer to Capital	-	-	-	-	-
		0.979	0.979	1.031	1.031	1.031
Assiniboine Park Conservancy	Revenue	-	-	-	-	-
	Operating expenses	12.447	12.534	12.946	12.621	13.081
	Transfer to Capital	7.763	14.374	9.318	2.511	2.562
		20.210	26.908	22.264	15.132	15.643
Mill Rate Support/(Contribution)		**26.024**	**33.034**	**28.399**	**21.587**	**22.023**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	11.573	23.992	35.565

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Insect Control

Description

Provide insect abatement in order to protect persons and properties against the negative effects of insects while minimizing impact on the environment.

Key Goals

1. Effective and coordinated nuisance mosquito control and West Nile Virus response.
2. As part of the Insect Control Strategy, larviciding will be completely biological by the end of 2014.
3. Protect the urban forest by reducing the damage caused by defoliating insects such as cankerworms and gypsy moths, and controlling Elm Bark beetles, the carrier for Dutch Elm disease.
4. Enhance insect abatement initiatives while minimizing the impact on the environment.
5. Enhance public education and communication systems related to Insect Control.

Service Level Statistics

Description	2011	2012	2013
No. of hectares larvicided with biorational insecticides	6,068*	10,966*	15,114*
No. of hectares larvicided with chemical insecticides	2,314	1,671	3,864
No. of hectares larvicided by aircraft	6,008	6,174	10,209
No. of hectares larvicided by ground-based operations	2,374	6,463	8,769
No. of hours committed to larval mosquito surveillance	26,953	31,975	28,544
No. of hectares fogged for adult nuisance mosquito control	0	0	24,913
No. of trap nights for adult mosquito surveillance	4,620	5,082	4,917
No. of boulevard and parkland trees treated for defoliator insects	6,470	28,553	15,966
No. of parkland trees treated for the control of Elm Bark beetle	30,148	27,756	74,406
No. of stumps treated for the control of Elm Bark beetle	1,984	2,632	3,047
No. of 311 inquiries	2,090	1,986	3,505
No. of website visits	124,402	122,483	249,562

* In addition to Winnipeg, portions or all of the following municipalities are larvicided: East St. Paul, Headingley, Ritchot, Rosser, Springfield, St. Clements, Tache, West St. Paul, MacDonald, St. Andrews.

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	1.310	1.706	0.007		0.007	0.007
Provincial funding (service specific)	2.300	2.300	2.300		2.300	2.300
Revenues	**3.610**	**4.006**	**2.307**	**1**	**2.307**	**2.307**
Salaries and benefits	4.053	3.265	3.953		4.036	4.107
Services	1.564	2.402	3.634		3.640	3.645
Materials, parts, and supplies	1.218	1.818	2.655		2.661	2.666
Assets and purchases	0.016	0.100	0.104		0.104	0.104
Debt and finance charges	-	-	-		0.017	0.015
Grants, transfers and other	2.255	0.117	0.111		0.112	0.112
Recoveries	(1.249)	(0.140)	(0.149)		(0.149)	(0.149)
Operating expenses	**7.857**	**7.562**	**10.307**		**10.420**	**10.500**
Transfer to Capital	-	-	0.299		-	0.731
Total Expenses	**7.857**	**7.562**	**10.606**	**2**	**10.420**	**11.231**
Mill Rate Support/(Contribution)	**4.247**	**3.555**	**8.300**		**8.113**	**8.924**
Full-time Equivalent Positions	**66**	**57**	**68**		**68**	**68**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Decrease in transfer from Insect Control Reserve	(1.700)
Miscellaneous adjustments	0.001
	(1.699)

2 Expenses

Conversion to 100% biological mosquito control program	2.688
Transfer to Capital	0.299
Increase in salaries and benefits	0.099
Miscellaneous adjustments	(0.042)
	3.044

Full-time Equivalent Positions

Increase of 11 FTEs related to conversion to 100% biological mosquito control program.

Insect Control

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Insect Control Reserve	3.000	2.004	2.017	2.032	2.046

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	0.300	0.732	1.032

Animal Services (SOA)

Description

To provide animal control measures under the City of Winnipeg Act and related by-laws. The Agency's service consists of four sub-service areas:

- Licensing: Animal licensing and registration, animal permits.
- Kenneling: Kenneling and care for stray animals and dogs running at large picked up by the Agency, quarantine kennelling for biting dogs.
- Adoption/Community Education: Provides adoption opportunities for unclaimed dogs reducing euthanasia. Provides outreach pet ownership and animal safety education to school groups and various service organizations.
- By-Law Enforcement: Enforcement of all animal related by-laws, neighbourhood dispute resolution, investigation and response, picking up injured animals, after hours emergency response, police and fire assists, investigation of illegal animal complaints.

The Agency also provides funding to the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals and a subsidized cat spray/neutering program.

Key Goals

1. Reduce reliance on the Agency's mill-rate support.
2. Increase customer service and satisfaction.
3. Improve health and safety of neighbourhoods.
4. Improve the Agency's public image.

Service Level Statistics

Description	2011	2012	2013
Number of requests for service	12,121	13,396	12,162
Number of dogs impounded	1,593	1,601	1,317
Number of dogs adopted	505	497	363
Number of dogs returned to owners by the Animal Services Agency	856	819	692
Number of dogs reunited with their owner by 311*	601	927	856
Number of dogs sent to rescues	71	130	152
Number of dogs euthanized	92	91	70
Number of biting dog complaints	430	423	402
Number of biting dogs quarantined	112	126	100
Number of dogs running at large complaints	2,911	2,897	2,755
Number of cats running at large complaints	542	544	487
Number of active dog licenses	61,163	63,689	64,538
Number of by-law charges laid	459	1,522**	1,283

* 311 now reunites dogs wearing licenses with their owners 24/7. These dogs were returned to their owners without having to set foot in the Animal Services facility.

** There has been a significant increase in the number of by-law charges laid due to the introduction of zero tolerance effective September 1, 2011.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service Revenue	2.039	2.052	2.278		2.328	2.380
Grant from the City	1.404	1.404	1.404		1.404	1.404
Provincial funding (service specific)	0.025	0.026	0.026		0.027	0.027
Revenues	**3.468**	**3.482**	**3.708**	**1**	**3.759**	**3.812**
Salaries and benefits	1.412	1.649	1.757		1.819	1.871
Services	0.523	0.622	0.803		0.751	0.761
Materials, parts and supplies	0.104	0.176	0.132		0.197	0.201
Assets and purchases	0.012	0.003	0.003		0.003	0.003
Debt and finance charges	0.044	0.061	0.064		0.065	0.066
Grants, transfers and other	0.730	0.755	0.833		0.838	0.843
Recoveries	-	-	-		-	-
Expenses	**2.826**	**3.267**	**3.592**	**2**	**3.673**	**3.745**
Surplus/(Deficit)	**0.642**	**0.215**	**0.117**		**0.086**	**0.067**
Full-time Equivalent Positons	**25**	**27**	**28**		**28**	**28**

Animal Services is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process.
The mill rate support grant from the City is administered through the Community Services Department. This includes funding in the amount of $500,000 annually for a Service Agreement with the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals and a subsidized cat spray/neutering program.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Net increase in regulation revenue due to new fees for cat licensing	0.168
Net increase in regulation revenue due to increased fees	0.065
Miscellaneous adjustments	(0.007)
	0.226

2 Expenses

Increase in salaries and benefits partially due to the implementation of cat licensing	0.108
Increase in charges for inter-departmental services	0.087
Increase in grants in support of expanded cat spay/neuter programs	0.084
Increase in expenses due to implementation of cat licensing	0.037
Miscellaneous adjustments	0.009
	0.325

Full-time Equivalent Positions

Increase of 1 FTE due to Council's approval of one additional clerk in support of incremental work volume related to cat licensing.

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Organizational Support Services

Includes:

- *Chief Administrative Offices*
- *Communications*
- *Financial Management*
- *Human Resource Management*
- *Information Technology Management*
- *Legal Services*
- *Production Services*

Description

Organizational Support Services provides leadership and professional services to support the delivery of public services to the citizens of Winnipeg. By providing financial, human resource, and other specialized services, Organizational Support Services ensures that the civic organization has the capability and technical expertise to support the delivery of public services.

Key Goals

1. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. To provide the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. To facilitate, guide and assist departments in the determination of information technology solutions that drive business value within departments.
5. To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.
6. To deliver effective and cost efficient printing, graphic design, translation and mail services to the civic public service and elected officials.

Service Level Statistics

Description	2011	2012	2013
Tax Supported Operating Budget	$847 million	$893 million*	$923 million
Utility Operating Budget (expenditures)	$451 million	$478 million	$490 million
Special Operating Agencies Operating Budget (expenditures)	$62 million	$63 million	$66 million
Capital Budget	$370 million	$393 million	$375 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	52.2%*	53.5%*	52.2%
Average Annual Headcount	10,039	10,080	10,143
Average Age of City Employees / Average Years of Service	42/13	42/13	42/12.3
Number of News Releases	328	345	424
Website Visits	10.9 million	16.7 million**	19.5 million
E-mail Accounts	6,649*	7,109	7,146
Legal Review of Property Transactions and Agreements	494	636	604
By-laws drafted / amended	160	155	149
By-law Court Guilty Pleas and Default Convictions	1,639	1,337	2,075
Pieces of Mail Processed	3,327,915	3,200,000	3,600,000
Translation - Words Translated	173,657	166,290	160,027
Number of Workers Compensation Claims	1,191	1,081	1,107

* Restated.
** Restated due to implementation of a new software that provides the capability to count additional websites.

Organizational Support Services

Contributing Departments

Corporate Support Services	66 %
Corporate Finance	23 %
Other	11 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.862	0.371	0.784		0.827	0.829
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.862**	**0.371**	**0.784**	**1**	**0.827**	**0.829**
Salaries and benefits	28.119	30.366	32.010		32.921	33.276
Services	3.771	3.974	4.044		4.126	4.111
Materials, parts and supplies	2.796	3.064	3.455		3.565	3.768
Assets and purchases	0.578	0.478	0.521		0.512	0.513
Debt and finance charges	0.886	0.361	0.238		0.212	0.205
Grants, transfers and other	3.337	2.837	2.436		3.994	3.215
Recoveries	(3.928)	(4.107)	(5.300)		(5.334)	(4.974)
Operating expenses	**35.559**	**36.974**	**37.404**		**39.996**	**40.114**
Transfer to Capital	2.638	2.211	2.794		2.607	3.737
Total Expenses	**38.197**	**39.185**	**40.198**	**2**	**42.603**	**43.851**
Mill Rate Support/(Contribution)	**37.335**	**38.813**	**39.414**		**41.776**	**43.022**
Full-time Equivalent Positions	**333**	**337**	**347**		**348**	**344**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase due to the introduction of new legal fees, and rate and volume increases	0.403
Miscellaneous adjustments	0.010
	0.413

2 Expenses

Increase in salaries and benefits for additional positions fully recovered from other funds	0.961
Increase in salaries and benefits excluding additional positions recovered from other funds	0.683
Transfer to Capital	0.583
Increase in computer software charges mainly due to city-wide PeopleSoft license renewal	0.420
Decrease in debt and finance charges	(0.123)
Decrease in transfer to Computer Replacement Reserve (City-wide Critical Systems component)	(0.379)
Increase in recoveries for salary and benefits recovered from other funds	(0.961)
Miscellaneous adjustments	(0.171)
	1.013

Full-time Equivalent Positions

Net increase of 10 FTEs mainly due to the addition of positions for capital projects which are fully recovered from other funds.

Organizational Support Services

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Chief Administrative Offices	Revenue	-	-	-	-	-
	Operating expenses	1.458	1.521	1.501	1.536	1.567
	Transfer to Capital	-	-	-	-	-
		1.458	1.521	1.501	1.536	1.567
Communications	Revenue	-	-	-	-	-
	Operating expenses	0.689	0.790	0.843	0.869	0.892
	Transfer to Capital	-	-	-	-	-
		0.689	0.790	0.843	0.869	0.892
Financial Management	Revenue	0.395	0.015	0.025	0.030	0.030
	Operating expenses	7.985	9.060	8.830	9.122	9.331
	Transfer to Capital	0.550	0.250	0.300	-	-
		8.140	9.295	9.105	9.092	9.301
Human Resource Management	Revenue	-	-	-	-	-
	Operating expenses	5.977	6.173	6.110	6.206	6.323
	Transfer to Capital	-	-	-	-	-
		5.977	6.173	6.110	6.206	6.323
Info Technology Management	Revenue	0.154	0.146	0.146	0.146	0.146
	Operating expenses	15.490	15.505	15.729	17.763	17.415
	Transfer to Capital	2.088	1.961	2.494	2.607	3.737
		17.424	17.320	18.077	20.224	21.006
Legal Services	Revenue	0.313	0.210	0.613	0.651	0.653
	Operating expenses	2.582	2.715	3.135	3.210	3.270
	Transfer to Capital	-	-	-	-	-
		2.269	2.505	2.523	2.559	2.617
Production Services	Revenue	-	-	-	-	-
	Operating expenses	1.377	1.209	1.256	1.290	1.316
	Transfer to Capital	-	-	-	-	-
		1.377	1.209	1.256	1.290	1.316
Mill Rate Support/(Contribution)		**37.335**	**38.813**	**39.414**	**41.776**	**43.022**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	3.541	14.677	18.218

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Assessment, Taxation and Corporate

Includes:

- *Assessment and Taxation*
- *Corporate Accounts*

Description

To provide timely and accurate property and business valuations, tax billing and collection services. General revenue and corporate expenses/savings that are not attributable directly to any other public or internal service, include:
- Taxation revenue and tax credits.
- Unconditional grants from the Province of Manitoba.
- Provincial payroll tax and offsetting support grant from the Province.
- Revenue from sale of Winnipeg Hydro/utility dividend.
- Pension contribution adjustments.
- Interest income.
- Debt and finance charges not attributable to any other City services.
- Corporate risk management.

Key Goals

1. Provide valuations that are accessible to the public.
2. Reduce the financial risk of assessment appeals.
3. Provide accurate valuations that are fair and timely.
4. Enhance the understanding of valuations and their underlying principles both internally and externally.
5. Deliver a timely, accurate tax billing and collection service.
6. Improve customer service.

Service Level Statistics

Description	2011	2012	2013
Budgeted Revenue:			
Property tax	$435.9 million	$460.9 million	$484.2 million
Business tax	$57.6 million	$57.6 million	$58.3 million
Other taxation	$30.7 million	$18.2 million**	$20.3 million
Property Tax:			
Residential properties	200,545	202,237	204,307
Non-residential properties	13,972	13,779	13,844
% Residential	93.0%	93.6%	93.7%
% Non-residential	7.0%	6.4%	6.3%
Total market value assessment	$59.9 billion	$68.1 billion	$69.1 billion
Total taxable portioned assessment	$27.4 billion	$31.2 billion	$31.7 billion
% Residential	72.3%	73.2%	73.2%
% Non-residential	27.7%	26.8%	26.8%
Number of real and personal property assessment notices produced	25,821	211,267*	23,060
Business tax:			
Number of businesses	14,924	15,751	15,799
Collections:			
Current	97.9%	97.8%	97.2%
Arrears	66.4%	65.0%	64.0%

* General Reassessment

** In 2012 Entertainment Funding Tax reimbursements have been recorded as a contra-revenue account instead of an expense.

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 100 %
Corporate Accounts <1 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Property Taxation	482.867	510.569	529.168		535.673	542.314
Business Taxation	58.371	59.688	58.366		58.838	58.838
Other Taxation	23.360	25.390	24.290		24.953	25.531
Provincial grants	67.391	67.014	67.842		68.040	68.243
Sale of Winnipeg Hydro/Utility Dividend	35.238	36.012	46.732		49.448	52.460
Transfers from Other City Funds	19.928	16.550	13.984		0.060	0.060
Other corporate revenue (primarily tax penalty interest and general government charges)	23.123	24.901	24.706		21.960	21.921
Revenues	**710.278**	**740.123**	**765.087**	**1**	**758.972**	**769.367**
Salaries and benefits	(2.214)	(0.993)	1.165		3.556	3.631
Services	3.304	3.335	4.163		3.879	4.066
Materials, parts and supplies	0.289	0.321	0.346		0.316	0.342
Assets and purchases	0.032	0.034	0.034		0.034	0.034
Debt and finance charges	1.423	3.433	2.177		2.598	2.712
Grants, transfers and other	8.451	25.258	15.726		21.735	34.234
Recoveries	(0.584)	(0.104)	(0.504)		(0.504)	(0.504)
Operating expenses	**10.701**	**31.285**	**23.110**		**31.614**	**44.517**
Transfer to Capital	-	(0.004)	(3.179)		7.444	6.022
Total Expenses	**10.701**	**31.281**	**19.931**	**2**	**39.058**	**50.539**
Mill Rate Support/(Contribution)	**(699.578)**	**(708.842)**	**(745.156)**		**(719.915)**	**(718.828)**
Full-time Equivalent Positions	**137**	**150**	**143**		**130**	**130**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in property tax revenue due to growth in assessment base and 2.3% mill rate increase, with 1.0% property tax increase for the renewal of local streets, lanes and sidewalks and 1.0% property tax increase for the renewal of regional streets and sidewalks, and a .3% property tax increase for general operations	20.826
Increase in tax credit programs	(1.329)
Decrease in Net Taxes Added attributed to a change in the 2015 Added Value Program	(0.898)
Increase in Utility dividend	10.720
Increase in tax penalties interest revenue mainly due to rate increase	1.500
Increase in transfer from Insurance Reserve	1.500
Dividend from Winnipeg Parking Authority	1.000
Increase in capital construction interest/capital construction overhead and administration charges	0.941
Increase in provincial support grant	0.829
Increase in transfer from Workers Compensation Reserve	0.550
Decrease in transfer from Financial Stabilization Reserve	(2.540)
Decrease in transfer from General Purpose Reserve	(2.076)

Assessment, Taxation and Corporate

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues	
Non-recurring adjustment to sick leave liability in 2014	(1.846)
Dividend from Fleet Management Agency	(1.750)
Decrease in business tax revenue due to increase in Small Business Tax Credit and reduction in business tax rate, net of increase from growth in assessment base	(1.322)
Net decrease in electricity and gas tax revenue due to the Province of Manitoba not approving a change in calculation methodology requested, offset by increases in usage	(1.206)
Miscellaneous adjustments	0.066
	24.965
2 Expenses	
Corporate accounts including risk management and Transfer to Capital, including non-recurring savings from the capital closure process	(12.264)
Net decrease in debt and finance charges	(1.256)
Net decrease in insurance costs reflecting recent experience with claims, premiums, and recoveries	(0.421)
Savings from cost reduction measures	(0.239)
Pension contribution adjustment	1.318
Net increase in salaries and benefits	0.839
Increase in provincial payroll tax	0.274
Miscellaneous adjustment	0.399
	(11.350)

Full-time Equivalent Positions

Decrease of 7 temporary FTEs in Assessment & Taxation is due to a change in the Value Added Program and one-time adjustments related to position management reconciliation.

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Assessment and Taxation	Revenue	580.019	609.106	626.790	635.477	642.720
	Operating expenses	17.530	19.223	19.170	19.651	20.205
	Transfer to Capital	-	0.400	1.350	0.600	1.470
		(562.489)	(589.483)	(606.271)	(615.226)	(621.045)
Corporate	Revenue	130.259	131.017	138.297	123.495	126.647
	Operating expenses	(6.829)	12.062	3.940	11.962	24.312
	Transfer to Capital	-	(0.404)	(4.529)	6.844	4.552
		(137.088)	(119.359)	(138.886)	(104.688)	(97.783)
Mill Rate Support/(Contribution)		**(699.578)**	**(708.842)**	**(745.156)**	**(719.915)**	**(718.828)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2013 Actual	2014 Forecast	2015 Preliminary Budget	2016 Projection	2017 Projection
Commitment Reserve	4.093	3.726	2.268	2.589	2.721
Computer Replacement Reserve	1.248	1.221	1.215	0.201	0.633
Destination Marketing Reserve	11.569	8.037	9.308	10.352	11.443
Financial Stabilization Res	85.753	81.783	73.974	75.231	76.510
General Purpose Reserve	3.204	0.216	0.017	0.017	0.017
Insurance Reserve	7.980	7.429	4.481	4.513	4.544
Workers Compensation Reserve	4.726	5.217	3.609	3.634	3.306

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	0.750	1.740	2.490

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Contact Centre - 311

Description

To provide accurate information and enhanced customer service through requests for non-emergency services to the citizens and customers of the City of Winnipeg through a single point of contact.

Key Goals

1. Improve citizen satisfaction through the ease of use and access to 311.
2. Improve call tracking capabilities to better analyze citizen needs for service.
3. Improve City services through results management.
4. Improve service request routing and tracking to ensure accountability to citizens.

Service Level Statistics

Description	2011	2012	2013
Total Calls Received	1,712,135	1,934,948	1,867,322
Total Calls Answered	1,405,557	1,653,379	1,515,970
Number of Service Requests	161,307	353,664	436,115
Number of Information Requests	1,244,250	1,299,715	1,210,139
Number of Emails	47,388	61,336	74,275
Average Talk Time (in minutes)	3:22	3:17	3:48
Average Wait Time (in minutes)	1:28	1:21	2:02
Number of Self Service Online	n/a	n/a	1,321
Number of Mobile App Interactions	n/a	n/a	646*
Number of In-person Interactions	n/a	n/a	10,688*

Note: The difference between Total Calls Received and Total Calls Answered is due to a combination of abandoned calls, as well as the use of an Interactive Voice Response (IVR) system which answers the caller's question without needing to speak to an agent.

* Mobile app and in-person counter services launched September 2013.

Contact Centre - 311

Contributing Departments

Corporate Support Services 100 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	1.508	1.446	1.448		1.449	1.450
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.508**	**1.446**	**1.448**	**1**	**1.449**	**1.450**
Salaries and benefits	4.792	4.782	4.927		5.066	5.162
Services	0.145	0.199	0.164		0.171	0.171
Materials, parts, and supplies	0.012	0.027	0.020		0.023	0.023
Assets and purchases	0.007	0.002	0.023		0.013	0.013
Debt and finance charges	0.001	0.001	0.001		0.001	0.001
Grants, transfers and other	0.242	0.246	0.271		0.271	0.271
Recoveries	(0.012)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**5.187**	**5.245**	**5.395**		**5.534**	**5.630**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.187**	**5.245**	**5.395**	**2**	**5.534**	**5.630**
Mill Rate Support/(Contribution)	**3.679**	**3.800**	**3.947**		**4.085**	**4.180**
Full-time Equivalent Positions	**105**	**88**	**86**		**86**	**86**

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.002
	0.002

2 Expenses

Increase in salaries and benefits	0.145
Miscellaneous adjustments	0.005
	0.150

Full-time Equivalent Positions

One time adjustment of 2 FTEs due to position management reconciliation.

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Council Services

Includes:

- *Auditing*
- *Mayor and Council*
- *Archives*
- *Elections*
- *Citizen Access and Appeals*
- *Council Support*
- *Executive Support*

Audit

Description

The purpose of the Audit Department is to provide independent and objective information, advice and assurance with respect to the performance of civic services in support of open, transparent and accountable government. The Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee). The value to Council is the ability to use credible information to make better decisions and to hold the Public Service accountable. Stakeholders are civic managers and citizens who are the recipients of our public reports.

Key Goals

1. To provide independent and objective assurance on the efficiency and effectiveness of City operations as well as timely, relevant and value-added recommendations for improvement.
2. To influence organizational outcomes and accountability by promoting good governance, effective risk management and controllership, and comprehensive and transparent performance information.
3. To deliver high quality, cost-effective audit services.

Service Level Statistics

Description	2011	2012	2013
Audit Committee Meetings	3	3	3
Audit Reports Completed			
Assurance Projects	12	6	6
Advisory Projects	9	5	8
Investigations Projects	2	0	1
Projects in Process	4	7	5

Council Services

City Clerks

Description

The City Clerk's Department provides direct policy, procedural and administrative services to the Mayor, Speaker and Members of Council, Executive Policy Committee, Standing Policy Committees, the Mayor's Office and Senior Administrators. The Department is the gateway to the City for political decision-making and providing access to information about the City, its services and the decision-making process. It captures, communicates and maintains a complete and accurate record of all Council decisions since the City's inception.

The City Clerk's Department has statutory responsibility for the administration of elections and by-elections as designated by The City of Winnipeg Charter, The Municipal Councils and School Boards Elections Act and for supporting Council and its Committees under The City Organization By-law. The City Clerk is also designated as the head of the public body under The Freedom of Information and Protection of Privacy Act (FIPPA). The Department leads the City-wide Records Management program and preserves civic history through the operation of the City Archives. The Department also undertakes all hearings related to assessment appeals through the Board of Revision.

Key Goals

1. To lead in the provision of customer service to our varied clients including the Mayor's Office, Councillors, the Administration and the public.
2. Enable cost savings and improve delivery of services to Council and the public through the ongoing development of information technology by continuing to enhance e-government and other electronic systems.
3. Review existing systems to ensure they are in keeping with changing environmental conditions and making full usage of technology and processes to reduce costs and maximize efficiency.
4. Ensure democracy at the local government level with ongoing election planning and delivery for by-elections and general elections.

Service Level Statistics

Description	2011	2012	2013
Total Committee meetings held	399	390	381
Public Council / Standing Committee meetings undertaken	129	111	113
Board of Revision Appeals filed	5,004	985	4,880
Board of Revision hearings	294	250	292
Board of Adjustment meetings	24	23	23
Board of Adjustment orders issued	348	402	376
Appeal Committee meetings	20	18	20
Appeal Committee hearings	90	84	100
Decision Making Information System site visits	82,800,810	56,110,348	65,092,422
Decision Making Information System documents posted	849	787	852
By-laws passed	160	155	149
FIPPA requests processed	577	801	867
Records requested from Records Centre	1,011	981	1,232
Records requested from Archives	2,032	4,218	1,639*
In-person visits to Archives	1,367	1,203	720*
Mail and phone inquiries processed by Archives	559	1,444	587*
Public tours	55	46	37*
Archival Exhibits	2	5	2*
Records transferred to Archives/Records Centre	671	2,313	1,704*
Records destroyed - By-law 166/2003 (Cu. Ft.)	690	3,122	900*

* The Archives at 380 William Avenue was closed in June and remained closed at year end due to flooding. As a result, Researcher Services were curtailed and a considerable volume of records were inaccessible.

Council Services

Contributing Departments

City Clerk's	51 %
Council	24 %
Mayor's Office	11 %
Audit	9 %
Policy & Strategic Initiatives	5 %

Operating Budget (in millions of $)	2013 Actual	2014 Budget	2015 Preliminary Budget	Variance Expl.	2016 Projection	2017 Projection
Service revenue	0.683	0.066	0.456		0.056	0.456
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.683**	**0.066**	**0.456**	**1**	**0.056**	**0.456**
Salaries and benefits	6.041	7.569	7.033		7.239	7.381
Services	2.571	5.178	3.194		3.181	3.215
Materials, parts, and supplies	0.153	0.243	0.158		0.158	0.158
Assets and purchases	0.056	0.276	0.032		0.032	0.032
Debt and finance charges	0.626	(2.054)	0.688		0.687	0.687
Grants, transfers and other *	1.883	1.713	1.710		1.710	1.710
Recoveries	(0.122)	(0.782)	(0.100)		(0.100)	(0.100)
Operating expenses	**11.208**	**12.143**	**12.714**		**12.907**	**13.083**
Transfer to Capital	0.650	2.450	1.750		0.750	1.100
Total Expenses	**11.858**	**14.593**	**14.464**	**2**	**13.657**	**14.183**
Mill Rate Support/(Contribution)	**11.176**	**14.527**	**14.008**		**13.601**	**13.727**
Full-time Equivalent Positions	**90**	**76**	**78**		**78**	**78**

* *Civic Initiatives, Promotional and Protocol (partially allocated to the Economic Development Service) are Mayor's Office programs that may include the Mayor approving grants:*

(a) to assist a charitable or non-profit organization, association or corporation;
(b) to aid sports and recreation;
(c) to support economic and cultural development;
(d) to improve, preserve, repair, maintain, convert or develop any property in the City; or
(e) for any other purpose that the Mayor considers may be in the interests or to the advantage of the City or its citizens.

Explanation of 2015 Change from 2014

(in millions of $)

1 Revenues

Increase in Board of Revision appeals filing fee revenue	0.400
Miscellaneous adjustments	(0.010)
	0.390

2 Expenses

Increase in debt and finance charges mainly due to amortization of 2014 Election expenditures	2.742
Increase in Audit department mainly due to the creation of Independent Fairness Commissioner (IFC) and Lobbyist Registry	0.283
Increase in salaries and benefits	0.277
Increase in services due to cyclical appeals hearings	0.089
Decrease in expenditures related to 2014 Election, net of related recoveries	(2.748)
Transfer to Capital	(0.700)
Miscellaneous adjustments	(0.072)
	(0.129)

Council Services

Full-time Equivalent Positions

Increase of 2 FTEs for Freedom of Information and Protection of Privacy Act (FIPPA) Process.

Service Detail Sub-services (in millions of $)		2013 Actual	2014 Budget	2015 Preliminary Budget	2016 Projection	2017 Projection
Auditing	Revenue	-	-	-	-	-
	Operating expenses	0.894	0.957	1.230	1.368	1.316
	Transfer to Capital	-	-	-	-	-
		0.894	0.957	1.230	1.368	1.316
Mayor and Council	Revenue	0.001	-	-	-	-
	Operating expenses	5.414	5.543	5.435	5.453	5.510
	Transfer to Capital	-	-	-	-	-
		5.413	5.543	5.435	5.453	5.510
Archives-City Clerks	Revenue	-	-	-	-	-
	Operating expenses	0.406	0.543	0.738	0.753	0.766
	Transfer to Capital	-	-	-	-	-
		0.406	0.543	0.738	0.753	0.766
Elections-City Clerks	Revenue	-	-	-	-	-
	Operating expenses	0.583	0.687	0.687	0.687	0.687
	Transfer to Capital	-	-	-	-	-
		0.583	0.687	0.687	0.687	0.687
Citizen Access and Appeals	Revenue	0.674	0.050	0.450	0.050	0.450
	Operating expenses	0.626	0.722	0.790	0.717	0.820
	Transfer to Capital	-	-	-	-	-
		(0.048)	0.672	0.340	0.667	0.370
Council Support-City Clerks	Revenue	0.007	0.016	0.006	0.006	0.006
	Operating expenses	3.056	3.181	3.111	3.196	3.243
	Transfer to Capital	0.650	2.450	1.750	0.750	1.100
		3.698	5.615	4.855	3.940	4.337
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.230	0.509	0.723	0.733	0.741
	Transfer to Capital	-	-	-	-	-
		0.230	0.509	0.723	0.733	0.741
Mill Rate Support/(Contribution)		**11.176**	**14.527**	**14.008**	**13.601**	**13.727**

Additional Financial Information

Capital Budget	2015 Preliminary	2016 - 2020 Forecast	6 Year Total
(In millions of $)	1.000	0.650	1.650

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Winnipeg

The City of Winnipeg

Appendices

2015 Preliminary
Operating and Capital Budget

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Appendix 1

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget and 2016 and 2017 Projections
TAX SUPPORTED SUMMARY

	2014 Adopted Budget	2015 Preliminary Budget	Variance $		2016 Projection	2017 Projection
Revenue:						
Property tax	$ 510,568,689	**$ 529,168,124**	$ 18,599,435	1	$ 535,672,823	$ 542,314,182
Business tax	59,687,963	**58,365,865**	(1,322,098)	2	58,838,308	58,838,308
Other taxation	25,390,000	**24,290,000**	(1,100,000)	3	24,953,000	25,531,000
Street renewal frontage levy	41,730,520	**49,128,960**	7,398,440	4	49,428,960	49,728,960
Government grants	113,763,142	**118,289,927**	4,526,785	5	120,222,772	119,980,815
Regulation fees	43,227,330	**45,328,657**	2,101,327	6	44,211,194	44,664,715
Sale of goods and services	64,485,880	**59,008,364**	(5,477,516)	7	59,605,411	60,026,840
Interest	11,228,302	**13,386,865**	2,158,563	8	13,651,675	13,651,675
Transfers from other funds	56,787,599	**45,779,029**	(11,008,570)	9	25,758,257	24,060,021
Other	42,315,036	**51,351,508**	9,036,472	10	51,109,159	54,133,632
Total Revenue	**$ 969,184,461**	**$ 994,097,299**	**$ 24,912,838**		**$ 983,451,559**	**$ 992,930,148**
Expenditures:						
Departmental:						
Police Service	$ 259,112,628	**$ 263,977,645**	$ 4,865,017	11	$ 284,001,639	$ 281,969,142
Public Works	187,637,710	**204,209,709**	16,571,999	12	218,443,820	240,916,906
Fire Paramedic Service	167,800,798	**178,321,417**	10,520,619	13	188,471,594	190,699,326
Community Services	122,837,984	**118,463,706**	(4,374,278)	14	112,936,543	118,366,212
Planning, Property and Development	40,553,706	**48,508,442**	7,954,736	15	42,376,570	43,036,216
Water and Waste	31,110,163	**30,923,306**	(186,857)	16	31,764,030	35,642,304
Street Lighting	11,969,789	**12,521,647**	551,858	17	13,150,099	13,763,326
Corporate Support Services	33,038,447	**34,091,807**	1,053,360	18	36,549,645	37,606,475
Assessment and Taxation	19,622,940	**20,519,895**	896,955	19	20,251,271	21,675,192
Corporate Finance	9,310,351	**9,129,967**	(180,384)	20	9,122,269	9,330,605
City Clerks	13,465,416	**12,947,687**	(517,729)	21	12,249,646	12,684,311
Other departments	12,440,408	**13,268,117**	827,709	22	13,601,165	13,712,534
Sub-total Departmental	$ 908,900,340	**$ 946,883,345**	$ 37,983,005		$ 982,918,291	$ 1,019,402,549
Corporate:						
Debt and finance charges	$ 2,569,128	**$ 503,222**	$ (2,065,906)	23	$ 602,445	$ 590,083
Taxes	9,288,782	**9,562,560**	273,778	24	9,753,811	9,948,887
Insurance and damage claims	3,832,000	**3,410,650**	(421,350)	25	3,593,083	3,593,083
Contribution to Transit	47,443,479	**47,349,724**	(93,755)	26	54,846,715	59,654,516
Other	(2,849,268)	**(13,612,202)**	(10,762,934)	27	5,093,559	14,955,989
Sub-total Corporate	$ 60,284,121	**$ 47,213,954**	$ (13,070,167)		$ 73,889,613	$ 88,742,558
Total Expenditures	**$ 969,184,461**	**$ 994,097,299**	**$ 24,912,838**		**$ 1,056,807,904**	**$ 1,108,145,107**
Shortfall	**$ -**	**$ -**	**$ -**		**$ (73,356,345)**	**$ (115,214,959)**

Note:

1) The variance includes the change in the transfer to capital based on the 2015 capital budget (see Appendix 5).

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2015 Compared to 2014

Expl. No.	Explanations		Variance
1	**Property tax** 2015 property tax revenue reflects a mill rate of 13.682 and includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, an additional 1% property tax increase dedicated to the renewal of regional streets and sidewalks, and a .3% property tax increase for general operations, for a total property tax increase of 2.3%.	**$**	**18,599,435**
2	**Business tax** 2015 business tax rate has been reduced from 5.7% to 5.6%. The small business tax credit program has been amended to provide a full rebate in 2015 to businesses with an annual rental value of $30,000 (2014 - $23,880) or less.	**$**	**(1,322,098)**
3	**Other taxation**		
	Net decrease in Electricity and Natural Gas Tax revenue.	$	(1,206,000)
	Increase in miscellaneous taxation revenue.		106,000
	Total	**$**	**(1,100,000)**
4	**Street renewal frontage levy**		
	Increase in Street renewal frontage levy revenue, including a rate change from $3.75 to $4.35 per frontage foot.	**$**	**7,398,440**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2015 Compared to 2014

Expl. No.	Explanations		Variance
5	**Government grants**		
	Increase in Provincial/Winnipeg Regional Health Authority (WRHA) funding for the Fire Paramedic Service.	$	3,929,176
	Increase in Provincial funding for the police helicopter and 3 additional police court clerks announced in the 2014 Provincial Budget.		425,314
	Net increase in other Provincial funding.		172,295
	Total	**$**	**4,526,785**
6	**Regulation fees**		
	Increase in photo enforcement revenue.	$	3,500,000
	Increase in Board of Revision appeal filing fee revenue for commercial and residential properties.		399,171
	Increase in regulation fee revenue.		145,000
	Reduction in permit fee revenue to reflect recent experience.		(2,000,000)
	Net increase in other miscellaneous revenue.		57,156
	Total	**$**	**2,101,327**
7	**Sale of goods and services**		
	Decrease in contract police service revenue, mainly related to the Winnipeg Airports Authority and Manitoba Public Insurance.	$	(3,061,967)
	Net decrease in Fire Paramedic Service user fee revenue, due to lower projected call volumes.		(2,197,311)
	Decrease in program registration fees.		(300,000)
	Net decrease in cemetery and burial revenue to reflect recent experience.		(264,136)
	Net increase in small commercial tipping fee revenue.		216,667
	Increase in WRHA charges relating to ambulance delays at hospitals.		200,000
	Net decrease in other sales of goods and services.		(70,769)
	Total	**$**	**(5,477,516)**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2015 Compared to 2014

Expl. No.	Explanations		Variance
8	**Interest**		
	Increase in tax penalties interest revenue.	$	1,500,000
	Increase in capital construction interest revenue.		800,000
	Net decrease in other interest income and debt charges recoverable.		(141,437)
	Total	**$**	**2,158,563**
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- Financial Stabilization Reserve.	$	(2,540,000)
	- Land Operating Reserve.		(4,500,000)
	- General Purpose Reserve.		(2,076,000)
	- Insect Control Reserve.		(1,700,000)
	- Municipal Accommodations.		(1,042,054)
	- Housing Rehabilitation Investment Reserve.		(445,851)
	- Economic Development Investment Reserve.		(400,000)
	- Sewage Disposal for land drainage.		(356,520)
	- Insurance Reserve.		1,500,000
	- Workers Compensation Reserve.		550,000
	- Net increase in other transfers.		1,855
	Total	**$**	**(11,008,570)**
10	**Other**		
	Utility dividend.	$	10,719,713
	Winnipeg Parking Authority dividend.		1,000,000
	Increased garbage collection fee revenue.		72,166
	Fleet Management Agency dividend.		(1,750,000)
	Decrease in other miscellaneous revenue, mainly relating to a non-recurring reduction in accrued Sick Leave Severance in 2014.		(1,005,407)
		$	**9,036,472**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
11	**Police Service**	
	Increase in salaries and benefits, primarily due to increases in the collective agreements.	$ 9,620,611
	Transfer to Capital.	843,000
	Decrease in facilities costs, mainly due to the deferred move to the new Police Headquarters.	(3,533,850)
	Decrease in equipment costs.	(952,051)
	Net decrease in debt and finance charges, primarily due to lower interest costs due to recent favourable debt issuance.	(879,524)
	Decrease in fuel costs.	(295,580)
	Net operational cost increases.	62,411
	Total	**$ 4,865,017**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
12	**Public Works**	
	Incremental Transfer to Capital for regional street renewal.	$ 6,500,000
	Transfer to Local Street Renewal Reserve.	4,900,000
	Transfer to Regional Street Renewal Reserve.	4,900,000
	Increase in costs related to 100% biological mosquito control program.	2,687,596
	Increase in salaries and benefits.	1,675,215
	Transportation Management Centre.	1,590,000
	Council Policy on Snow Clearing and Ice Control Enhancements approved September 24, 2014.	1,057,000
	Increase to Traffic Services operations budget.	697,245
	Transfer to Capital.	244,000
	One-time grant for the Downtown Biz's Youth Services Winnipeg feasibility study.	40,000
	Decrease in debt and finance charges.	(4,949,349)
	Enhanced Dutch Elm Disease program not implemented.	(1,100,000)
	Elimination of the park patrol and park ambassadors program.	(851,204)
	Elimination of enhanced summer and general fall sweeping program on local streets, maintaining service on an as required basis.	(700,000)
	Reduce downtown and image route flower planting.	(177,290)
	Net operational cost increases.	58,786
	Total	**$ 16,571,999**
13	**Fire Paramedic Service**	
	Increase in salaries and benefits.	$ 6,563,307
	Transfer to Capital.	3,348,000
	Net increase in fleet costs.	476,543
	Funding for upgrades to the 911 Call Centre and existing stations.	217,417
	Decrease in debt and finance charges.	(150,543)
	Net operational cost increases.	65,895
	Total	**$ 10,520,619**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
14	**Community Services**	
	Transfer to Capital.	$ (5,370,000)
	Deferral of the conditional grant to the YMCA-YWCA of Winnipeg towards the new recreational facilities.	(1,750,000)
	Decrease in grant to Assiniboine Park Conservancy (APC), reduction aligning to increase in other APC revenue streams.	(831,000)
	Increase in debt and finance charges, partially due to the new Indoor Soccer Multiplex at Garden City Community Centre and the outdoor soccer pitch at Shaughnessy Park.	1,655,816
	Increase in building services expenses.	789,893
	Increase in salaries and benefits.	682,139
	Establish 5-year annual grant to the United Way Winnipeg's Plan to End Homelessness initiative.	150,000
	Increase in costs to provide for an after school youth boxing program.	30,000
	Net operational cost increases.	268,874
	Total	**$ (4,374,278)**
15	**Planning, Property and Development**	
	Transfer to Municipal Accommodations, including the impact of timing of the Police Service occupancy of the new Police Headquarters, and increase in vacant, common and corporate space.	$ 9,375,753
	Transfer to Golf SOA.	750,000
	Increase in salaries and benefits.	519,267
	Transfer to Capital.	(1,824,000)
	Decrease in debt and finance charges.	(482,374)
	Decrease due to non-recurring grants.	(200,000)
	Net operational cost decreases.	(183,910)
	Total	**$ 7,954,736**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
16	**Water and Waste**	
	Decrease in debt and finance charges.	$ (1,213,641)
	Decrease in landfill tipping fee costs due to improved waste diversion.	(798,833)
	Non-recurring computer software expense from 2014 (implementation of GIS software in collection trucks).	(121,000)
	Increase in garbage collection costs.	1,066,830
	Transfer to Capital.	647,000
	Increase in permit costs.	200,200
	Net operational cost increases.	32,587
	Total	**$ (186,857)**
17	**Street Lighting**	
	Increase in expenditures due to Manitoba Hydro rate increases, and new installations and upgrades.	**$ 551,858**
18	**Corporate Support Services**	
	Increase in salaries and benefits, including the transfer of a programmer analyst position from Assessment and Taxation.	$ 1,060,853
	Increase in computer software and data communication costs.	716,531
	Transfer to Capital.	533,000
	Increase in recoveries, mainly for salaries and benefits.	(639,214)
	Transfer to the Computer Replacement Reserve for City-wide essential systems.	(379,237)
	Decrease in debt and finance charges.	(123,106)
	Net operational cost decreases.	(115,467)
	Total	**$ 1,053,360**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
19	**Assessment and Taxation**	
	Transfer to Capital.	$ 950,000
	Increase in non-salary expenditures related to the 2015 Added Value program.	247,200
	Increase in postage due to increase in Canada Post rates and volume.	173,000
	Net decrease in salaries and benefits, including the transfer of a programmer analyst position to Corporate Support Services.	(375,645)
	Net operational cost decreases.	(97,600)
	Total	**$ 896,955**
20	**Corporate Finance**	
	Increase in recoveries, mainly due to an increase in investment management fees recovered from reserves.	$ (200,000)
	Transfer to Capital.	50,000
	Net operational cost decreases.	(30,384)
	Total	**$ (180,384)**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
21	**City Clerks**	
	Net decrease in services and other costs mainly due to the completion of the electrion process, net of related recoveries, in 2014.	$ (2,263,774)
	Transfer to Capital.	(700,000)
	Decrease in salaries and benefits, mainly due to the 2014 election process and non-recurring severance pay.	(483,497)
	Decrease in grants, due to non-recurring grants included in the 2014 Budget.	(326,500)
	Increase in debt and finance charges, mainly due to the increase in amortization for the 2014 election process expenses.	2,741,731
	Increase in grant to the Winnipeg Arts Council.	250,000
	Increase in salaries and benefits related to the hiring of two positions for an improved Freedom of Information and Protection of Privacy Act (FIPPA) process.	207,460
	Net operational cost increases.	56,851
	Total	**$ (517,729)**
22	**Other departments**	
	Increase in salaries and benefits.	$ 735,494
	Increase in funding to civic museums.	51,547
	Net operational cost increases.	40,668
	Total	**$ 827,709**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
23	**Debt and finance charges**	
	Decrease in corporate debt and finance charges.	**$ (2,065,906)**
24	**Taxes**	
	Increase in provincial payroll tax estimate.	**$ 273,778**
25	**Insurance and damage claims**	**$ (421,350)**
26	**Contribution to Transit**	
	Contribution to Transit (refer to variance explanation #5 under "Utility Operations" section of this document for additional information on Transit).	**$ (93,755)**
27	**Other**	
	Net decreases, including provision for corporate risk management and non-recurring savings in disability costs included in 2014.	$ (6,563,977)
	Transfer to Capital, including the capital closing surplus.	(4,124,813)
	Savings held corporately, including expenditure management ($500,000) and Innovation savings ($2.18 million) in 2015.	(238,460)
	Miscellaneous adjustments.	164,316
	Total	**$ (10,762,934)**

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THE CITY OF WINNIPEG
2015 Preliminary Operating Budget and 2016 and 2017 Projections
UTILITY OPERATIONS

	2014 Adopted Budget	2015 Preliminary Budget	Variance	Expl. No.	2016 Projection	2017 Projection
	$	$	$		$	$
Municipal Accommodations						
Revenue	79,324,354	**85,714,008**	6,389,654		83,660,121	82,664,046
Expenditure	79,324,354	**85,714,008**	6,389,654		83,660,121	82,664,046
Surplus/(Deficit)	-	**-**	-	1	-	-
Sewage Disposal *						
Revenue	157,177,839	**160,183,729**	3,005,890		173,549,504	188,350,642
Expenditure	127,059,234	**135,003,224**	7,943,990		138,923,571	151,121,816
Surplus/(Deficit)	30,118,605	**25,180,505**	(4,938,100)	2	34,625,933	37,228,826
Solid Waste Disposal *						
Revenue	36,069,763	**39,816,193**	3,746,430		42,046,612	43,990,782
Expenditure	36,145,871	**38,812,335**	2,666,464		41,422,264	46,705,218
Surplus/(Deficit)	(76,108)	**1,003,858**	1,079,966	3	624,348	(2,714,436)
Waterworks *						
Revenue	106,102,096	**107,617,870**	1,515,774		116,760,028	127,312,480
Expenditure	96,451,464	**99,567,708**	3,116,244		99,500,986	100,476,278
Surplus/(Deficit)	9,650,632	**8,050,162**	(1,600,470)	4	17,259,042	26,836,202
Transit						
Revenue	171,696,923	**174,830,859**	3,133,936		188,989,888	198,519,207
Expenditure	171,696,923	**174,830,859**	3,133,936		188,989,888	198,519,207
Surplus/(Deficit)	-	**-**	-	5	-	-
Total						
Revenue	**550,370,975**	**568,162,659**	**17,791,684**		**605,006,153**	**640,837,157**
Expenditures	**510,677,846**	**533,928,134**	**23,250,288**		**552,496,830**	**579,486,565**
Surplus/(Deficit)	**39,693,129**	**34,234,525**	**(5,458,604)**		**52,509,323**	**61,350,592**

* Utility maintains a retained earnings/working capital balance to fund all or a portion of its capital program on a pay as you go basis, to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue, and to pay any dividends.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
UTILITY OPERATIONS - 2015 Compared to 2014

Expl. No.	Explanations		Variance
1	**Municipal Accommodations**		
	Revenue Changes:		
	Full cost recovery from tax-supported client departments.	$	5,441,931
	Increase in transfer from Community Services due to capital investments.		490,000
	Increase in transfer from Community Services for facilities charges.		300,000
	Increase in transfer from other Funds for facilities charges.		134,000
	Miscellaneous adjustments.		23,723
		$	6,389,654
	Expenditure Changes:		
	Increase in debt and finance charges, mainly related to the new Police headquarters.	$	3,123,374
	Net increase in various operating accounts related to the new Police headquarters and Commercial Tower.		1,115,000
	Transfer to Capital.		571,000
	Increase in annualized janitorial services for the Commercial Tower.		280,000
	Increase in salaries and benefits.		236,000
	Increase in utilities costs related to inflation.		208,000
	Miscellaneous adjustments.		856,280
		$	6,389,654
	Variance.	**$**	**-**

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
UTILITY OPERATIONS - 2015 Compared to 2014

Expl. No.	Explanations		Variance
2	**Sewage Disposal**		
	Revenue Changes:		
	Increase in sewer services revenue.	$	4,199,892
	Decrease in hauled waste revenue.		(520,000)
	Decrease in industrial waste surcharges.		(500,000)
	Decrease in earnings on sinking funds due to debt retirement and from lower capital construction interest.		(188,571)
	Miscellaneous adjustments.		14,569
		$	3,005,890
	Expenditure Changes:		
	Increase in transfer to Sewer Rehabilitation Reserve.	$	4,800,000
	Increase in landfill tipping fees for the disposal of biosolids.		2,083,300
	Increase in salaries and benefits.		1,044,114
	Increase in transfer to Environmental Projects Reserve.		662,252
	Increase in materials and supplies.		518,014
	Increase in grants for private sewer pipe repairs.		350,000
	Increase in property tax.		310,620
	Decrease in debt and finance charges.		(1,744,773)
	Decrease in transfer to land drainage.		(356,520)
	Miscellaneous adjustments.		276,983
		$	7,943,990
	Decrease in surplus.	**$**	**(4,938,100)**

Note: Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis, to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue and to pay dividends. The 2013 retained earnings position, net of the dividend amount, is $78.239 million. The 2015 budgeted dividend is $18.352 million.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
UTILITY OPERATIONS - 2015 Compared to 2014

Expl. No.	Explanations		Variance
3	**Solid Waste Disposal**		
	Revenue Changes:		
	Net increase in tipping fee revenue.	$	2,925,829
	Increase in Multi-Material Stewardship Manitoba grant.		1,057,887
	Waste diversion user fee revenue.		779,135
	Increase in Waste Reduction Support grant.		150,000
	Decrease in sale of recyclables revenue due to decline in market prices.		(1,144,033)
	Miscellaneous adjustments.		(22,388)
		$	3,746,430
	Expenditure Changes:		
	Increase in recycling collection and processing costs.	$	2,007,804
	Increase in salaries and benefits.		870,009
	Increase in leachate hauling and treatment costs.		792,880
	Increase in fleet costs for the new 4R Winnipeg Depots and composting pad.		402,963
	Transfer to Waste Diversion Reserve.		(1,000,000)
	Decrease in debt and finance charges.		(700,151)
	Miscellaneous adjustments.		292,959
		$	2,666,464
	Variance.	**$**	**1,079,966**

Note: Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
UTILITY OPERATIONS - 2015 Compared to 2014

Expl. No.	Explanations		Variance
4	**Waterworks**		
	Revenue Changes:		
	Increase in water sales revenue.	$	1,747,803
	Miscellaneous adjustments.		(232,029)
		$	1,515,774
	Expenditure Changes:		
	Increase in fleet and rental costs.	$	1,879,000
	Increase in street cut permit costs.		1,147,000
	Increase in salaries and benefits.		1,121,151
	Increase in materials and supplies.		763,202
	Increase in charges from Public Works for centralized services.		615,000
	Increase in transfer to Watermain Renewal Reserve.		500,000
	Decrease in debt and finance charges.		(2,437,213)
	Miscellaneous adjustments.		(471,896)
		$	3,116,244
	Decrease in surplus.	**$**	**(1,600,470)**

Note: Utility maintains a retained earnings/working capital balance to fund capital projects on a pay as you go basis, to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue, and to pay dividends. The 2013 retained earnings position, net of the dividend amount, is $42.449 million. The 2015 budgeted dividend is $12.379 million.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
UTILITY OPERATIONS - 2015 Compared to 2014

Expl. No.	Explanations		Variance
5	**Transit**		
	Revenue Changes:		
	Increase in sale of goods and services revenue.	$	2,660,561
	Increase in Provincial operating grant.		884,861
	Decrease interest revenue.		(269,731)
	Miscellaneous adjustments.		(141,755)
		$	3,133,936
	Expenditure Changes:		
	Increase in salaries and benefits, net of capital recoveries.	$	4,740,288
	Increase in bus parts costs.		591,798
	Net increase in the cost of services.		404,401
	Decrease in debt and finance charges.		(1,499,327)
	Decrease in motive fuel costs.		(1,202,051)
	Decrease in transfer to Bus Replacement Reserve.		(85,085)
	Miscellaneous adjustments.		183,912
		$	3,133,936
	Variance.	**$**	**-**

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THE CITY OF WINNIPEG

2015 Preliminary Operating Budget and 2016 and 2017 Projections

SPECIAL OPERATING AGENCIES

	2014 Adopted Budget	2015 Preliminary Budget	Variance	Expl. No.	2016 Projection	2017 Projection
	$	$	$		$	$
Fleet Management						
Revenue	49,483,848	**50,895,649**	1,411,801		52,838,818	54,636,454
Expenditure	47,441,724	**50,972,972**	3,531,248		52,916,351	54,620,313
Surplus/(Deficit)	2,042,124	**(77,323)**	(2,119,447)	1	(77,533)	16,141
Parking Authority						
Revenue	16,563,862	**17,195,356**	631,494		17,422,647	17,604,267
Expenditure	15,470,127	**17,545,200**	2,075,073		16,946,073	17,088,995
Surplus/(Deficit)	1,093,735	**(349,844)**	(1,443,579)	2	476,574	515,272
Golf Services						
Revenue	3,768,051	**3,640,817**	(127,234)		3,747,451	3,783,016
Expenditure	2,782,320	**2,859,794**	77,474		2,915,187	2,953,778
Surplus/(Deficit)	985,731	**781,023**	(204,708)	3	832,264	829,238
Animal Services						
Revenue	3,482,054	**3,708,321**	226,267		3,759,416	3,811,787
Expenditure	3,266,860	**3,591,558**	324,698		3,673,346	3,744,767
Surplus/(Deficit)	215,194	**116,763**	(98,431)	4	86,070	67,020
Total						
Revenue	**73,297,815**	**75,440,143**	**2,142,328**		**77,768,332**	**79,835,524**
Expenditures	**68,961,031**	**74,969,524**	**6,008,493**		**76,450,957**	**78,407,853**
Surplus/(Deficit)	**4,336,784**	**470,619**	**(3,866,165)**		**1,317,375**	**1,427,671**

Note - Special Operating Agency budgets are subject to change based on Council approvals in the business plan report process.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
1	**Fleet Management**	
	Revenue Changes:	
	Increase in rental income.	$ 832,000
	Increase in fuel sales.	431,000
	Increase in services and parts revenue.	219,000
	Decrease in fleet leases.	(70,199)
		$ 1,411,801
	Expenditure Changes:	
	Increase in salaries and benefits.	$ 1,304,390
	Net increase in service costs.	963,744
	Increase in amortization.	837,000
	Increase in fuel costs.	391,932
	Increase in building costs related to service facility.	145,236
	Net increase in parts and supplies costs.	109,000
	Decrease in interest expense.	(373,695)
	Miscellaneous adjustments.	153,641
		$ 3,531,248
	Variance.	**$ (2,119,447)**

The 2014 accumulated surplus position (unaudited) is $21.88 million. The 2015 budgeted dividend to the General Revenue Fund will reduce the surplus position by $92,000.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
2	**Parking Authority**	
	Revenue Changes:	
	Increase in parking meter revenue.	$ 590,000
	Increase in surface parking lot and parkade revenue.	312,000
	Net decrease in parking permits and fines.	(285,000)
	Miscellaneous adjustments.	14,494
		$ 631,494
	Expenditure Changes:	
	Increase in expenditures related to the implementation of the new Municipal By-Law Enforcement Act.	$ 1,140,000
	Net increase in services costs.	511,000
	Increase in salaries and benefits.	288,000
	Miscellaneous adjustments.	136,073
		$ 2,075,073
	Variance.	**$ (1,443,579)**

The 2014 accumulated surplus position (unaudited) is $17.7 million. The 2015 budgeted dividend to the General Revenue Fund will reduce the surplus by $3.0 million.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2015 Compared to 2014

Expl. No.	Explanations	Variance
3	**Golf Services**	
	Revenue Changes:	
	Decrease due to non-recurring gain on forgiveness of loans from the Golf Course Reserve in 2014.	$ (872,105)
	Decreased transfer from Golf Course Reserve.	(77,000)
	Increase in transfer from the General Revenue Fund.	750,000
	Increase in green fee revenue.	90,415
	Miscellaneous adjustments.	(18,544)
		$ (127,234)
	Expenditure Changes:	
	Increase in salaries and benefits.	$ 41,523
	Miscellaneous adjustments.	35,951
		$ 77,474
	Decrease in surplus.	**$ (204,708)**
4	**Animal Services**	
	Revenue Changes:	
	Net increase in regulation revenue due to increased fees.	$ 232,601
	Miscellaneous adjustments.	(6,334)
		$ 226,267
	Expenditure Changes:	
	Increase in salaries and benefits.	$ 107,249
	Net increase in internal support expenses.	87,000
	Increase in grants in support of expanded cat spay and neuter programs.	83,750
	Increase in expense related to the implementation of cat licensing.	37,000
	Miscellaneous adjustments.	9,699
		$ 324,698
	Decrease in surplus.	**$ (98,431)**

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THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
Listing of Grants

	2015
Aboriginal Youth Strategy (see end of list for details)	$ 1,750,000
Age and Opportunity Centre:	
- Older victims services	20,250
- Preventative programming for senior citizens	80,100
Andrews Street Family Centre	45,700
Art City	100,000
Assiniboine Park Conservancy	11,376,000
Band 40 Aboriginal Youth Scholarship	4,000
Big Brothers Big Sisters of Winnipeg	12,000
Block Parents	17,564
Broadway Neighbourhood Centre	120,500
- Just TV	150,000
CentreVenture	341,597
Civic Initiatives, Promotional and Protocol	513,000
Coalition to Save the Elms *	20,000
Community Centres	5,306,518
Dalnavert Museum	21,000
Downtown Winnipeg Biz *	217,910
Downtown Winnipeg Biz - Youth Services Winnipeg	40,000
East End Community Centre	110,817
Edge Clay Center	10,000
Exchange District Biz *	68,000
Exchange District Biz - Historic Exchange Walking Tour	3,150
Fire Fighter Historical Society	25,406
Forks Renewal Corporation *	1,200
Fort Whyte Alive	60,000
Garden City Community Centre	269,197
General Council of Winnipeg Community Centres *	1,446,725
Graffiti Control Partner Funding Allocation *	210,000
Grant's Old Mill Museum	17,240
Subtotal	**22,357,874**

* Includes Community Partnerships.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
Listing of Grants

	2015
Heritage Winnipeg Corporation	29,750
Historical Museum of St. James-Assiniboia	83,391
Immigrant and Refugee Community Organization of Manitoba	73,810
Lake Winnipeg Research Consortium	60,000
Local Grants	167,481
Main Street Project	96,000
Manitoba Children's Museum	120,000
Manitoba Eco Network *	5,000
Manitoba Housing and Renewal Corporation	180,274
Manitoba Museum	55,000
Minimal Municipal Services	307,000
Norwood Lawn Bowling Club *	16,851
Province of Manitoba (Off The Wall Program) - Graffiti Control*	10,000
River East Neighborhood Network - Trails Committee *	9,000
Ross House Museum	31,077
Rossbrook House	256,339
Save Our Seine	30,000
Seven Oaks House Museum	28,226
Sewer Repair Reimbursement to Property Owners	1,300,000
Spence Neighbourhood Association *	23,150
St. Boniface Hospital *	11,261
St. Boniface Museum	450,000
Take Pride Winnipeg *	230,000
Take Pride Winnipeg - Graffiti Control*	20,000
The Immigrant Centre	27,000
Transcona Museum	155,000
Transit Community Events Support	34,300
Cumulative Subtotal	**26,167,784**

* Includes Community Partnerships.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
Listing of Grants

	2015
True North:	
- Refund of Business Tax	232,000
- Refund of Entertainment Funding Tax **	6,400,000
Ukrainian Cultural and Education Centre	15,000
United Way Winnipeg - 'Peg' Community Indicators System	30,000
United Way Winnipeg - Plan to End Homelessness (annual grant ending in 2019)	150,000
University of Manitoba - Engineering Program Bursary/Scholarship	500
University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	30,000
University of Manitoba - Brood Tree Project	2,000
Water Miscellaneous Grants	5,000
West End Biz *	40,500
Western Canada Aviation Museum	55,000
Western Nursery Growers Group	900
Winnipeg Arts Council Grants	4,332,552
Winnipeg Boys and Girls Club *	181,148
Winnipeg Football Club Entertainment Funding Tax Refund **	1,250,000
Winnipeg Foundation - Nourishing Potential Fund	83,333
Winnipeg Goldeyes:	
- Refund of Entertainment Funding Tax **	250,000
- Grant for Municipal Property Tax (amateur access agreement)	34,625
Winnipeg Harvest	50,000
Winnipeg Housing Rehabilitation Corporation	180,000
Winnipeg Humane Society	500,000
Estimated grants in support of cat spay and neuter programs	83,750
Winnipeg Public Library Board	79,315
Winnipeg Police Museum	18,000
Winnipeg Soccer Federation	24,430
	$ 40,195,837

* Includes Community Partnerships.

** Grant is recorded as an offset to the Refundable Entertainment Funding Tax Revenue.

THE CITY OF WINNIPEG
2015 Preliminary Operating Budget
Listing of Grants

	2015
Aboriginal Youth Strategy:	
- Indigenous Leadership Development Institute Aboriginal Construction Technology Program	$ 99,370
- Assembly of Manitoba Chiefs - Eagle's Nest Youth Centre	146,500
- Boys and Girls Club - Youth Recreation Activity Worker Program	20,000
- Broadway Neighbourhood Centre - Just TV	41,380
- Ka Ni Kanichihk Inc. - Honouring our Gifts	131,230
- Ma Mawi Wi Chi Itata Centre - Positive Athletic Cutural Experience (PACE)	45,000
- Ma Mawi Wi Chi Itata Centre - The Future is Yours	107,331
- Ndinaweaaganag Endaawaad Inc. - Youth Resource Centre Recreation Program	51,000
- Spence Neighbourhood Association - First Jobs 4 Youth Project	34,293
- Resource Assistance for Youth Growing Opportunities	82,745
- Internal City of Winnipeg Projects	241,151
- Infrastructure training/apprenticeship program	750,000
Total Aboriginal Youth Strategy	**$ 1,750,000**

* Includes Community Partnerships.

** Grant is recorded as an offset to the Refundable Entertainment Funding Tax Revenue.

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Appendix 3

Reserves - Budget Summary

(in $000's)	2014 Forecast	2015 Preliminary Budget		Estimated Closing Balance *
		Revenue	Expenditures	
Stabilization Reserve				
Financial Stabilization	81,783	1,636	9,445	73,974
Subtotal	81,783	1,636	9,445	73,974
Capital Reserves				
Watermain Renewal	4,872	16,548	16,017	5,403
Sewer System Rehabilitation	13,621	25,605	29,201	10,026
Environmental Projects	72,758	18,224	18,930	72,052
Brady Landfill Site Rehabilitation	5,215	364	11	5,567
Waste Diversion	678	302	733	247
Golf Course	496	182	234	445
Computer Replacement	1,221	154	160	1,215
Transit Bus Replacement	16,766	5,776	22,261	281
Southwest Rapid Transit Corridor - Stage 2	8,914	89	1,693	7,310
Southwest Transitway - Stage 2 and Pembina Highway Underpass Payment	-	-	-	-
Federal Gas Tax	129	41,359	41,365	123
Local Street Renewal	849	14,108	14,104	854
Regional Street Renewal	187	9,602	9,600	189
Subtotal	125,706	132,313	154,309	103,712
Special Purpose Reserves				
Workers Compensation	5,217	1,266	2,874	3,609
Brookside Cemetery	14,938	655	334	15,259
St. Vital Cemetery	880	51	17	914
Transcona Cemetery	615	36	11	641
Insurance	7,429	74	3,022	4,481
Contributions in Lieu of Land Dedication	7,116	1,603	2,894	5,824
Land Operating	36,291	44,061	62,568	17,783
Wading & Outdoor Pool Extended Season	63	352	415	-
Commitment	3,726	2,268	3,726	2,268
Heritage Investment	304	1,100	979	425
Housing Rehabilitation Investment	2,158	6,222	6,966	1,413
Economic Development Investment	3,698	2,418	3,226	2,890
General Purpose	216	726	925	17
Multi-Family Dwelling Tax Investment	5,536	1,182	2,587	4,131
Insect Control	2,004	20	6	2,017
Permit	1,014	10	3	1,021
Destination Marketing	8,037	7,980	6,709	9,308
Subtotal	99,242	70,024	97,262	72,001
Total	**306,731**	**203,973**	**261,016**	**249,687**

* Estimated closing balance may not equal the 2014 Forecast plus revenue less expenditures due to rounding.

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Appendix 4

Tax Supported Transfers From Other Funds

Transfers from Other Funds	2014 Adopted	2015 Preliminary	Variance
General Purpose Reserve.	$ 3,000,000	$ 924,000	$ (2,076,000)
Financial Stabilization Reserve.	11,740,000	9,200,000	(2,540,000)
Insect Control Reserve.	1,700,000	-	(1,700,000)
Workers Compensation Reserve.	750,000	1,300,000	550,000
Insurance Reserve.	1,000,000	2,500,000	1,500,000
Economic Development Reserve.	400,000	-	(400,000)
Housing Rehabilitation Investment Reserve.	1,195,851	750,000	(445,851)
Sewer Utility for Land Drainage costs.	11,908,241	11,551,721	(356,520)
Land Operating Reserve.	11,935,000	7,435,000	(4,500,000)
Municipal Accommodations.	11,506,786	10,464,732	(1,042,054)
Destination Marketing Reserve.	60,000	60,000	-
For 311 Contact Centre services provided.	1,445,883	1,447,738	1,855
Business Technology Services (BTS) transfers.	145,838	145,838	-
Total	**$ 56,787,599**	**$ 45,779,029**	**$(11,008,570)**

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Appendix 5A

Transfer to Capital Reconciliation

Departments	2014 Adopted Budget	2015 Preliminary Budget	Variance
Winnipeg Police Service	$ 4,143,000	$ 4,986,000	$ 843,000
Public Works	24,387,000	31,131,000	6,744,000
Fire Paramedic Service	-	3,348,000	3,348,000
Community Services	18,574,000	13,204,000	(5,370,000)
Planning, Property and Development	4,680,000	2,856,000	(1,824,000)
Water and Waste (Land Drainage)	4,298,000	4,945,000	647,000
Corporate Support Services	1,961,000	2,494,000	533,000
Assessment and Taxation/Local Improvements	400,000	1,350,000	950,000
Corporate Finance	250,000	300,000	50,000
City Clerks	2,450,000	1,750,000	(700,000)
Corporate	345,808	970,995	625,187
Total tax supported	**$ 61,488,808**	**$ 67,334,995**	**$ 5,846,187**
Transit	4,088,182	4,170,995	82,813
Municipal Accommodations (Note 1)	9,901,010	10,472,010	571,000
Total City (Note 4)	**$ 75,478,000**	**$ 81,978,000**	**$ 6,500,000**
Corporate - Savings from capital closure	(750,000)	(5,500,000)	(4,750,000)
TOTAL TRANSFER TO CAPITAL	**$ 74,728,000**	**$ 76,478,000**	**$ 1,750,000**

Notes:

1. Municipal Accommodations' 2014 adopted budget and 2015 preliminary budget reflect internal financing interest on a portion of the Police Headquarters which is included in the transfer to capital totals in an amount of $569,010.

2. 2014 transfers to capital are based on the 2014 Adopted Capital Budget. 2015 transfers to capital are based on the 2015 Preliminary Capital Budget adjusted for assumed provincial funding.

3. Public Works transfer to capital does not include transfers to the regional and local streets reserves (2014 - $13.9 million and 2015 - $23.7 million, with a 2015 over 2014 variance of $9.8 million).

4. Cash to capital increased by $6.5 million from 2014 to 2015. This incremental cash to capital is transferred to the Regional Street Renewal capital program.

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Appendix 5B

2015 Operating Budget Reconciliation
Variances Net of Transfer to Capital/Regional and Local Street Renewal Reserves
Tax Supported Summary

	2014 Adopted Budget	2015 Preliminary Budget	Transfer to Capital/Reserves Variance	Other Variances
Revenue:				
Property tax	$ 510,568,689	**$ 529,168,124**		$ 18,599,435
Business tax	59,687,963	**58,365,865**		(1,322,098)
Other taxation	25,390,000	**24,290,000**		(1,100,000)
Street renewal frontage levy	41,730,520	**49,128,960**		7,398,440
Government grants	113,763,142	**118,289,927**		4,526,785
Regulation fees	43,227,330	**45,328,657**		2,101,327
Sale of goods and services	64,485,880	**59,008,364**		(5,477,516)
Interest	11,228,302	**13,386,865**		2,158,563
Transfers from other funds	56,787,599	**45,779,029**		(11,008,570)
Other	42,315,036	**51,351,508**		9,036,472
Total Revenue	**$ 969,184,461**	**$ 994,097,299**	**$ -**	**$ 24,912,838**
Expenditures:				
Departmental:				
Police Service	$ 259,112,628	**$ 263,977,645**	$ 843,000	$ 4,022,017
Public Works	187,637,710	**204,209,709**	16,544,000	27,999
Fire Paramedic Service	167,800,798	**178,321,417**	3,348,000	7,172,619
Community Services	122,837,984	**118,463,706**	(5,370,000)	995,722
Planning, Property and Development	40,553,706	**48,508,442**	(1,824,000)	9,778,736
Water and Waste	31,110,163	**30,923,306**	647,000	(833,857)
Street Lighting	11,969,789	**12,521,647**	-	551,858
Corporate Support Services	33,038,447	**34,091,807**	533,000	520,360
Assessment and Taxation	19,622,940	**20,519,895**	950,000	(53,045)
Corporate Finance	9,310,351	**9,129,967**	50,000	(230,384)
City Clerks	13,465,416	**12,947,687**	(700,000)	182,271
Other departments	12,440,408	**13,268,117**		827,709
Sub-total Departmental	$ 908,900,340	**$ 946,883,345**	$ 15,021,000	$ 22,962,005
Corporate:				
Debt and finance charges	$ 2,569,128	**$ 503,222**		$ (2,065,906)
Taxes	9,288,782	**9,562,560**		273,778
Insurance and damage claims	3,832,000	**3,410,650**		(421,350)
Contribution to Transit	47,443,479	**47,349,724**		(93,755)
Other	(2,849,268)	**(13,612,202)**	(4,124,813)	(6,638,121)
Sub-total Corporate	$ 60,284,121	**$ 47,213,954**	$ (4,124,813)	$ (8,945,354)
Total Expenditures	**$ 969,184,461**	**$ 994,097,299**	**$ 10,896,187**	**$ 14,016,651**

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Cash to Capital Surpluses - 2014 Capital Closing Review

	2014
Total for tax supported departments	
Balance prior to 2014 Capital Review	$ 1,733,169
Cash to capital surpluses from 2014 capital review (see detailed list on the following pages)	4,052,308
Total Cash to Capital Surpluses after 2014 Capital Review	**$ 5,785,477**
Use of Cash to Capital Surpluses	
Amount utilized to reduce transfer to General Capital Fund in the 2015 tax supported operating budget	$ 5,500,000
Amount retained in Corporate (see note below)	285,477
Total	**$ 5,785,477**

Note: Amount retained in Corporate non-specified capital account may be reallocated to capital authorization(s) as required, with approval of the Chief Financial Officer, subject to the reallocation being the lesser of $100,000 or 25% of the base capital budget.

Cash to Capital Surpluses - 2014 Capital Closing Review
List of Projects Closed

Project Name	Project Year	Surplus
Public Works		
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2007	$ 174,979
Disraeli Bridge and Overpass Facility	2008	902,420
Osborne St Bridge (Assiniboine River)	2009	135,197
Recreational Walkways and Bike Paths	2010	1,033
Active Transportation Project	2010	723,181
Kenaston Boulevard - Academy Road to Taylor Avenue	2011	1,185
Developer Payback	2011	39,742
Asset Management System - Engineering	2011	2,713
Traffic Control Signals	2011	251,857
Athletic Fields - Improvements - St. Vital Park	2011	7,749
Parks - Improvements - Harborview Park	2011	29,210
Lawn Bowling Various Locations	2011	43,215
Harborview Recreation Center	2011	32,189
City Hall Courtyard	2011	4,651
Asset Management System - Traffic Signals	2012	2
Asset Management System - Engineering	2012	84,266
Land Acquisition - Transportation Right of Way	2012	16,179
Parks - Improvements - Whittier Park	2012	32,396
Strategic Municipal Infrastructure Research - Concrete Core Testing	2013	6,895
Strategic Municipal Infrastructure Research - Pavement Initiatives	2013	510
Total Public Works		**2,489,569**
Transit		
Transportation Authority Study	2009	18,958
Total Transit		**18,958**

continued on following page

Cash to Capital Surpluses - 2014 Capital Closing Review
List of Projects Closed

Project Name	Project Year	Surplus
Municipal Accommodations & Planning, Property and Development		
Central Park Redevelopment	2010	20,382
Transcona Centennial Square	2010	45,348
Recreation and Leisure Facilities - Silver Heights/Sturgeon Creek	2010	50,000
Renovate and Refurbish Fort Garry Library	2011	58,036
Carnegie Library Building Upgrade	2011	201,923
Elevator Refurbishment - 510 Main Street	2011	103,962
Riverbank Greenway Programs	2011	87,556
Riverbank Stabilization - Physical Asset Protection*	2011	(92,586)
Indoor Aquatic Facilities - Accessibility upgrades - Margaret Grant, Elmwood-Kildonan, Pan-Am	2011	25,453
Land Acquisition for General Purposes	2012	196,992
Cemeteries - Improvements	2012	14,161
Fire / Life Safety / Regulatory Upgrades	2012	14,225
East Yard Complex Development	2012	165,849
Energy Conservation	2012	277,499
Historic Buildings	2012	4,386
Security / Building Automation System Initiatives	2012	1,527
South District Police Station	2012	43,197
Developer Payback	2012	189,800
Riverbank Greenway Programs	2012	208,054
Riverbank Stabilization - Physical Asset Protection*	2012	(1,000,000)
Transcona Water Park	2012	10,000
UFF - Hockey Pen Light Standard Replacement	2012	28
Emergency Repair / Replacement of the Cooling Plant - 510 Main	2012	594,284
Arenas*	2012	(22,143)
Indoor Aquatic Facilities*	2012	(55,398)
Indoor Aquatic Facilities - Mechanical Upgrades - Bonivital	2012	26,950
Outdoor Aquatic Facilities*	2012	(6,734)
South District Police Station	2013	413
Public Art Strategy	2014	201
Total Municipal Accommodations & Planning, Property and Development		**1,163,365**
Community Services		
Library Signage, Safety and Accessibility Program	2012	35,788
Recreational Facility Safety and Accessibility Improvements Program	2012	381
Library Technology Upgrade and Replacement Program	2013	4,462
Total Community Services		**40,631**

**Bracketed surplus amounts disclosed above represent cash to capital investment for specific projects as indicated.*

continued on following page

Cash to Capital Surpluses - 2014 Capital Closing Review
List of Projects Closed

Project Name	Project Year	Surplus
Winnipeg Police Service		
Wireless Emergency 911 Upgrade	2010	11,877
West Station Information Technology Requirements	2012	930
Total Winnipeg Police Service		**12,807**
Water & Waste - Land Drainage and Flood Control		
Charleswood & Wilkes South Land Drainage Project	2008	32,700
Stormwater Retention Basin	2011	85,778
Comprehensive Integrated Waste Management Strategy (CIWMS) - Provision of Automated Refuse Collection Carts	2012	61,860
Total Water & Waste - Land Drainage and Flood Control		**180,338**
Fire Paramedic Service		
Facilities Replacement and Relocation Program - Station 11	2010	1,242
Total Fire Paramedic Service		**1,242**
Corporate Support Services		
Communications Network Infrastructure - Network Infrastructure Evergreening and Expansion	2012	28,735
311 Renewal	2013	9,230
Total Corporate Support Services		**37,965**
Assessment (incl Local Improvements)		
2009 Local Improvement Program	2009	34,215
Assessment Automation	2010	56,208
Total Assessment (including Local Improvements)		**90,423**
City Clerks		
Corporate Records Centre	2012	17,010
Total City Clerks		**17,010**
Net cash to capital surpluses from 2014 capital review - tax supported departments		**$ 4,052,308**

Regional and Local Streets Renewal

Regional Streets

Within the City of Winnipeg there are over 10 million daily vehicle-kilometres of travel, with about 80% of this traffic volume travelling on regional roads – the remaining 20% travel on local streets. The regional system is made up of about 1,800 lane kilometres of regional streets which forms the backbone of the City's transportation system.

In 2012, the City budgeted $11 million for regional street renewal, followed by just under $17 million in 2013. This was insufficient to meet the needed repairs to the regional street system. At this funding level, the condition of the City's regional streets was expected to drop significantly over the next 10 years as illustrated in the table below. The percentage of regional streets in poor condition was expected to increase from 16% to 27% over 10 years.

Pavement Condition Regional Streets	2012	2022 With Historical Funding
New / Good	57%	49%
Fair	27%	24%
Poor	16%	27%

A sustainable level of funding for regional streets is in the range of $60 million per year in today's dollars based on a 25-year view and using a proper asset management approach. Thus we were funding only about a quarter of what was required, resulting in a shortfall in funding of about $45 million per year in today's dollars. Cumulatively over the next 25 years, the funding shortfall for regional streets totals $1.4 billion with construction inflation factored in.

Recent public budget consultation found that (excerpt from MNP's 2013 report):

> "Developing and maintaining the infrastructure, particularly the repair of roads and streets, was identified as a high priority in all components of consultation. Approximately 80% of all survey respondents identified repair and maintenance of streets as one of the top priorities."

Following 2014's introduction of the Regional Street Renewal Reserve, the City now proposes to establish a permanent enhanced program for regional streets. The new revenue would be dedicated to a regional street renewal reserve and used solely for the renewal of regional streets and sidewalks.

Long Term Proposal for Regional Street Renewals – In the event the City does not receive significant new growth revenue from other levels of government, the following plan is proposed. Dedicated annual 1% property tax increase for each of nine years (2014 to 2022) committed to increasing funding for the renewal of regional streets. A small portion of this funding would be used to finance $25 million of borrowing over the first three years ($10 M in 2014, $10 M in 2015, and $5 M in 2016). After nine years of 1% property tax increases, the rate would drop to a level to deal with construction inflation. The year 2023 would be a transition year between the full 1% property tax increase and the required 0.3% increase required to deal with construction inflation. The overall plan would achieve a sustainable funding level for the renewal of regional streets. The table at the end of this appendix outlines the planned spending on regional streets of the long term proposal.

Local Streets

In 2011, 20% of local streets along with 16% of back lanes were in poor condition. Winnipeggers' satisfaction with the condition of local streets was low at 40% (poll June 2012). Only one other City service had a lower satisfaction: condition of regional streets, at 38%. In 2012 and 2013, the City's planned spending on the base local street renewal program was about $20 million per year. This includes the $5 million TBO (thin bituminous overlay) program, $3 million for gravel roads and $0.9 million for sidewalk and pathways. Net of the three components just listed, only about $11 million annually was left for the renewal of local streets and back lanes.

A sustainable level of funding for local streets and back lanes is in the range of $80 million per year based on a 25-year view and on a proper asset management approach. Thus the City was funding less than 15% of what was required, resulting in a shortfall in funding of $67 million per year in today's dollars. At that funding level, cumulatively over the next 25 years and adding in construction inflation, the funding shortfall for local streets and back lanes would total $3.6 billion.

Long Term Proposal for Local Street Renewals – In the event the City does not receive significant new growth revenue from other levels of government, the following plan is proposed. Dedicated annual 1% property tax increase for each of 9 years committed to increasing funding for the renewal of local streets, back lanes and sidewalks. A small portion of this funding would be used to finance $27 million of borrowing over the first four years ($10 – $10 – $6 – $1). In the tenth year, the new street property tax funding would be exchanged with the current frontage levy from the operating budget. The current frontage levy rate is $4.35 per foot frontage. Thereafter the frontage levy rate would be increased annually by $1.00 per foot frontage for an estimated 13 years. The overall plan would achieve a sustainable funding level for the renewal of local streets.

The proposal would result in the regional and local street renewal programs being funded with a sustainable funding source and mostly on a cash basis. In addition, a significant increase in City spending on street renewal would have a strong positive economic impact.

Regional Streets Renewal Reserve	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	--	2034	2035	2036
Property Tax Increase			1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	0.6%	0.3%	--	0.3%	0.3%	0.3%
Revenue ($ millions)			4.7	9.6	14.5	19.3	24.4	29.7	35.2	41.0	47.0	50.8	52.8	--	77.9	81.0	84.3
Amount used to Finance Borrowing			-0.4	-1.1	-1.6	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	--	-1.7	-1.7	-1.7
Revenue for Cash Funding			4.3	8.5	12.9	17.6	22.7	28.0	33.5	39.3	45.3	49.1	51.1	--	76.2	79.3	82.6
From Borrowing			10.0	10.0	5.0												
Regional Street Work ($ millions)																	
Enhanced Program (1%) from Reserve			14.3	18.5	17.9	17.6	22.7	28.0	33.5	39.3	45.3	49.1	51.1	--	76.2	79.3	82.6
Base Program	11.2	16.6	21.0	22.9	20.7	21.8	26.0	25.0	25.0	25.0	25.0	25.0	25.0	--	25.0	25.0	25.0
Total Regional Street Renewal Program	11.2	16.6	35.3	41.4	38.6	39.5	48.7	53.0	58.5	64.3	70.3	74.1	76.1	--	101.2	104.3	107.6

Local Streets Renewal Reserve	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	--	2034	2035	2036
Property Tax Increase		1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	0.9%						
Revenue ($ millions)		4.5	9.2	14.1	19.1	24.0	28.9	34.2	39.7	45.5	50.9						
Amount used to Finance Borrowing		-0.4	-1.1	-1.5	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7	-1.7						
Revenue for Cash Funding		4.1	8.1	12.7	17.4	22.3	27.2	32.4	38.0	43.8	49.2						
From Borrowing		10.0	10.0	6.0	1.0												
Base Frontage Levy after exchange											51.0						
Frontage Levy Increase (per foot)											$0.65	$1.00	$1.00	--	$1.00	$1.00	$0.50
Total Frontage Lew Rate (per foot)	$3.75	$3.75	$3.75	$4.35	$4.35	$4.35	$4.35	$4.35	$4.35	$4.35	$5.00	$6.00	$7.00	--	$17.00	$18.00	$18.50
Additional Revenue ($ millions)											7.6	70.8	83.1	--	214.6	228.5	236.2
Amount used to Finance Borrowing											-1.7	-1.7	-1.7	--	-1.7	-1.7	-1.7
Revenue for Cash Funding											56.8	69.0	81.3	--	212.8	226.8	234.5
Local Street Work ($ millions)																	
Enhanced Program (1%) from Reserve		14.1	18.2	18.7	18.4	22.3	27.2	32.4	38.0	43.8	56.8	69.0	81.3	--	212.8	226.8	234.5
Base Program	19.7	19.9	30.7	43.3	37.1	38.1	38.0	38.0	38.0	38.0	38.0	38.0	38.0	--	38.0	38.0	38.0
Total Local Street Renewal Program	19.7	34.0	48.9	61.9	55.5	60.4	65.2	70.4	76.0	81.8	94.8	107.0	119.3	--	250.8	264.8	272.5
Combined Regional and Local Street Renewal Work ($ millions)	31	51	84	103	94	100	114	123	135	146	165	181	195	--	352	369	380

Note: The base street renewal programs funding increased in 2014 as a result of the Provincial government increasing their capital grants funding for streets renewals.

Funding Plan for Southwest Transitway (Stage 2) / Pembina Underpass

This combined project is made up of two components: the widening of Pembina Highway through the Pembina Underpass at Jubilee, and the construction of Stage 2 of the Southwest Transitway. On June 25, 2014, Council amended the 2014 Capital Budget and approved the project.

The estimated cost of the project is approximately $590 million. The Federal Government through PPP Canada has committed $140 million and the Province of Manitoba has committed $225 million towards the project. The City of Winnipeg share is $4.2 million plus annual construction P3 payments for 30 years. The first P3 payment is required in 2020. In addition, annual operating and maintenance P3 payments are required. These will be cost shared between the City and the Province of Manitoba. Thus in 2020, the City's total P3 annual payment (first) is estimated at $19.7 million. A Council approved financing plan is required in order to determine how the City will pay for its share of this combined project.

Background – Both projects are necessary to maintain / improve the public's service expectations. Over the next several decades, a significant portion of the expected growth in Winnipeg's population will occur in the southwest quadrant of the city. Increases in traffic congestion will be detrimental to both auto drivers and transit passengers alike.

The widening of the Pembina Underpass will relieve some of the congestion already experienced in the vicinity of Pembina & Jubilee. The construction of Stage 2 of the Southwest Transitway will not only improve on existing transit travel times, it will increase reliability, convenience and competiveness as well as attract additional riders. The Transitway will prevent transit travel times along the corridor from increasing as traffic congestion worsens in the coming years.

Southwest Transitway (Stage 2), Project Overview – Stage 2 of the Southwest Transitway (SWT) will be a dedicated corridor that will extend from Pembina & Jubilee to the University of Manitoba and to Markham Road. As shown in Figure 1 (next page), Stage 2 will extend westward through the Parker Lands, then southeast along a Manitoba Hydro right-of-way, crossing McGillivray, Clarence and Chevrier before crossing under the CN Letellier subdivision.

The transitway will then run parallel to the CN railway as it crosses Bishop Grandin and Chancellor. An access to Southpark Drive will allow some routes to enter the University of Manitoba/Investors Group Field via the Southwood Lands. The transitway will extend as far south as Markham, where routes serving Waverley West, Fort Richmond, Richmond West and St. Norbert will enter/exit the transitway.

Pembina Highway Underpass Widening, Project Overview

Combined with the construction of the Transitway will be the widening of the Pembina Highway Underpass which will include the following roadway improvements: addition of third northbound traffic lane to allow for three lanes in each direction; increased lane width; improved left turn lane; and the construction of bicycle and pedestrian facilities on both sides of Pembina Highway through the Pembina Highway Underpass.

To make way for the widening of the Pembina Highway Underpass, associated railway works will include a new CN rail bridge over Pembina Highway and track relocation on the CN Letellier Subdivision and the CN Rivers Subdivision near Jubilee.

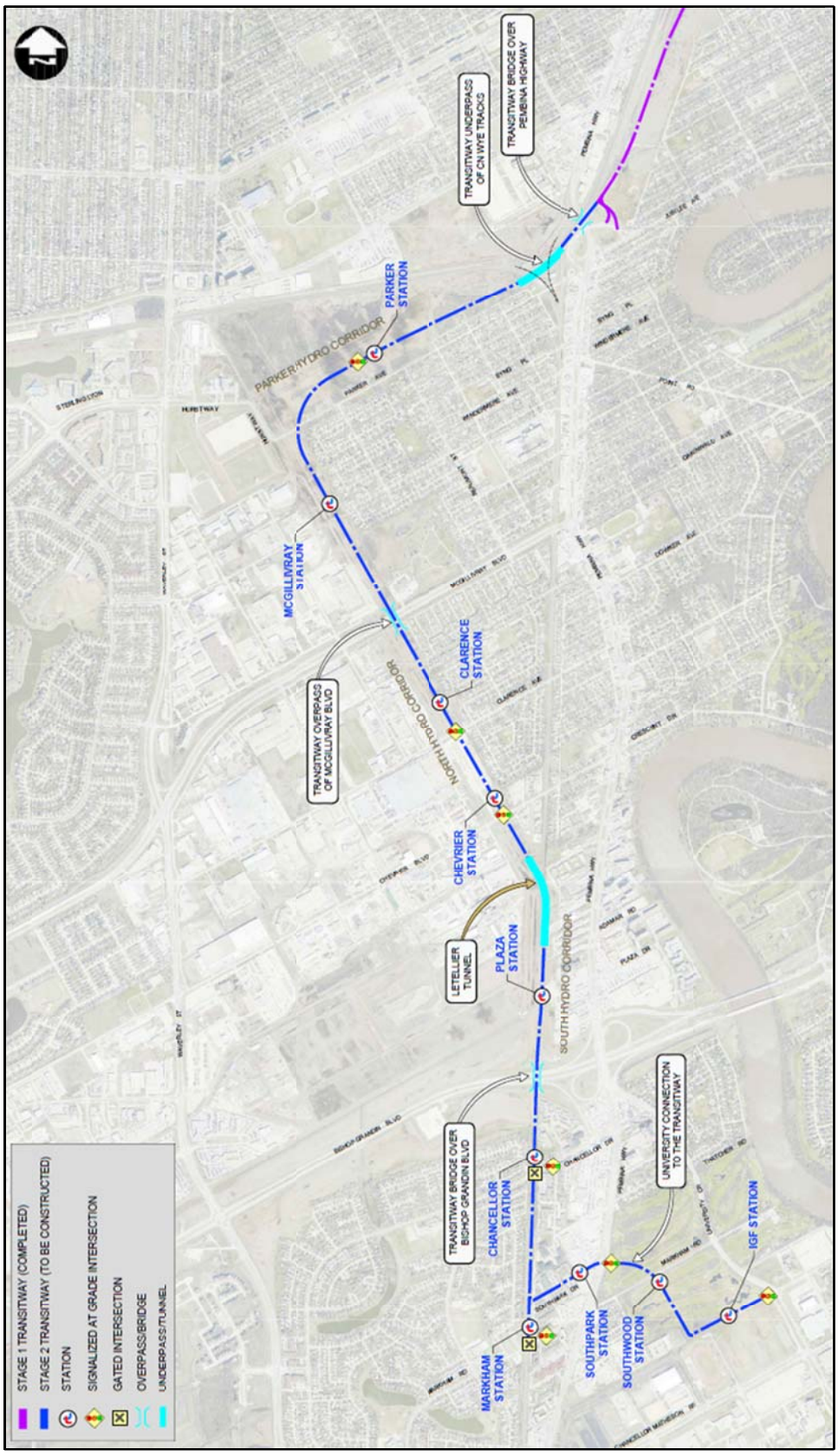


Figure 1 – Proposed Alignment and Approximate Station Locations

Proposed Financing Plan – In the event the City is unable to access new sources of revenues, the following funding plan is proposed for this project. The City's proposed funding plan is to commit to a dedicated annual property tax increase of 0.33% (one third of 1%) for 10 years starting in 2016, plus a one-time Transit fare increase of 5 cents also in 2016. The Transit fare increase would be in addition to Transit's planned regular annual inflationary fare increase. This incremental revenue (property tax revenue plus fare revenue from the one-time 5-cent fare increase) would finance the Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve which would then fund the City component of the annual P3 payments.

The table below outlines the City's incremental revenue being added to the Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve:

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Dedicated Property Tax Increase		0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	0.33%	
Transit Fare Increase		5 cents										
Resulting Revenues (in $ millions)												
From Property Taxes	$0.0	$1.7	$3.4	$5.3	$7.2	$9.1	$11.2	$13.3	$15.6	$17.9	$20.3	$20.3
From Fares	$0.0	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7	$1.7
Annual Revenue	$0.0	$3.4	$5.1	$7.0	$8.9	$10.8	$12.9	$15.0	$17.3	$19.6	$22.0	$22.0
Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve												
Reserve Balance (start of year)	$0.0	$0.0	$3.4	$8.5	$15.5	$24.3	$15.4	$8.5	$3.7	$1.0	$0.6	$2.5
Revenue added	$0.0	$3.4	$5.1	$7.0	$8.9	$10.8	$12.9	$15.0	$17.3	$19.6	$22.0	$22.0
Required Payments						($19.7)	($19.8)	($19.9)	($19.9)	($20.0)	($20.1)	($20.1)
Withdraw or add to reserve	$0.0	$3.4	$5.1	$7.0	$8.9	($8.9)	($6.9)	($4.8)	($2.7)	($0.4)	$1.9	$1.9
Reserve Balance (end of year)	$0.0	$3.4	$8.5	$15.5	$24.3	$15.4	$8.5	$3.7	$1.0	$0.6	$2.5	$4.4

A new reserve will be established. The one-time transit fare increase of 5 cents will generate $1.7 million of which 100% is expected to go to this new reserve. In the event that the provincial approval is not obtained regarding the use of the full fare increase, then the property tax increase of 0.33% would increase to 0.36% each year. The above table only shows the City of Winnipeg component of the annual P3 payment. The operating and maintenance P3 payments are cost shared between the City and the Province. The first total annual P3 payment is estimated at $22.0 million, with the City share being $19.7 million and the Provincial share being $2.3 million. The figures above are estimates based on many factors including assumed interest rates. The final financial figures will be known once the P3 procurement process is completed which is expected by the end of 2015.

The reserve balance will grow starting in 2016 when the first new revenue is added. By 2020, when the first P3 payment is required (estimated at $19.7 million), the 2020 revenue (estimated at $10.8 million) will be insufficient to make the $19.7 million payment and the reserve will be drawn down to make the annual P3 payments. The property tax increases continue until there is sufficient revenue to make the annual P3 payments which is expected to be in 2025.

Additional information is outlined in the project's Capital Detail Sheet. As well, on February 9th, 2015, PPP Canada announced its funding contribution of $137.3 million.

Asset Management and Capital Project Management

Proposed Funding

Additional staff are required to continue implementing best practices relating to Asset Management and Capital Project Management. This implementation plan incorporates the recommendations from several recent Audit reports.

Tax Supported Departments* Funded within existing capital budgets		**2015 mid year**	**2016**	**2017**
Public Works	budget $	$350,000	$1,099,000	$1,121,000
	FTEs	2.5	8	8
Planning, Prop & Dev	budget $	$457,719	$680,308	$699,637
	FTEs	4.18	6	6
Community Services	budget $	$65,500	$131,000	$134,000
	FTEs	0.5	1	1
Corporate Finance	budget $	$192,000	$391,000	$399,000
	FTEs	1.5	3	3
Tax Supported Subtotal	**budget $**	**$1,065,219**	**$2,301,308**	**$2,353,637**
	FTEs	**8.68**	**18**	**18**

Utility Departments Funded with new operating budgets		**2015 mid year**	**2016**	**2017**
Transit	budget $	$63,000	$128,000	$130,000
	FTEs	0.5	1	1
Water & Waste	budget $	$0	$373,000	$382,000
	FTEs	0	3	3
Total	**budget $**	**$1,128,219**	**$2,802,308**	**$2,865,637**
	FTEs	**9.18**	**22**	**22**

Note: costs includes salary, benefits and some non-salary items.

* For the tax-supported departments, these costs will be budgeted in the operating budget but will be funded through cost recovery from their department's capital budgets using an overhead charge. Corporate Finance's cost recovery will be determined from the overall capital budget.

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
All fees and charges are effective April 1, 2015 unless otherwise noted			
GST and PST excluded			
Public Works			
Underground structures fee			
Provision of current underground utility information and approval process	130.00	140.00	per hour
Fire Paramedic Service			
Miscellaneous fees			
Unpaid invoice sent to Collection Agency	new	17.00%	per balance
Community Services			
Doing Business in Winnipeg license fees:			
Effective April 1, 2015:			
Bicycle dealer	357.00	442.00	each
Escort	263.00	334.00	each
Flea Market	575.00	550.00	each
Body Rub Practitioner	263.00	334.00	each
Precious metals dealer	648.00	875.00	each
Temporary trade show	373.00	575.00	each
Used goods dealer	767.00	1,240.00	each
Used material yard	550.00	695.00	each
Effective January 1, 2016:			
Converted residential dwelling	507.00	580.00	each
Converted residential dwelling with shared facilities	680.00	720.00	each
Police Service			
Criminal record search	38.55	42.50	each
Criminal record search - online	38.55	42.50	each
Criminal record transcript	41.64	47.50	each
Special duty officers			
Constable	90.00	105.00	per hour
Patrol/detective sergeant	95.00	107.00	per hour
Sergeant	100.00	115.00	per hour
Staff sergeant	107.00	125.00	per hour

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Alarm Permit Fee			
Commercial Permit	30.00	35.00	each
Residential Permit	20.00	25.00	each
Permit Renewal	20.00	25.00	each
Cemeteries			
Traditional in ground property			
Continuous foundation property - interior location	2,020.00	2,225.00	each
Continuous foundation property - premium location	2,420.00	2,660.00	each
Flat marker property - interior location	1,605.00	1,765.00	each
Flat marker property -premium location	2,005.00	2,205.00	each
Child 2 to 10 years of age	580.00	620.00	each
Social Services clients - full size casket lot	1,605.00	1,765.00	each
Double plot - no foundation	2,955.00	3,250.00	each
Double plot - foundation	3,585.00	3,950.00	each
Cremation lot for 2 cremains	895.00	1,030.00	each
Family cremation plot for 4 cremains	1,305.00	1,500.00	each
Historic property sections (only available as single lots)	2,790.00	3,100.00	each
Cremation upright monument lot for 2	1,430.00	1,650.00	each
Columbaria packages			
Square – gold premium	3,265.00	3,755.00	each
Square – gold standard	3,055.00	3,515.00	each
Square - silver premium	2,780.00	3,200.00	each
Square - silver standard	2,480.00	2,855.00	each
Y-niche - gold	3,055.00	3,515.00	each
Y-niche - silver	2,780.00	3,200.00	each
Sunset round - gold	3,055.00	3,515.00	each
Sunset round - silver	2,780.00	3,200.00	each
Estate two niche columbaria per unit	6,550.00	7,205.00	each
Triangle - gold	2,565.00	2,950.00	each
Triangle - silver	2,385.00	2,745.00	each
Plaque or engraved low	2,385.00	2,745.00	each
Round - silver	2,385.00	2,745.00	each
Round - gold	2,565.00	2,950.00	each
Vaults/liners/urns			
Whitex No.2 Concrete Liner - Adult	1,185.00	1,950.00	each
Monticello No.4 (Fiberglass) Vault Adult	2,290.00	2,500.00	each

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Traditional interment fees			
Child 2-10 years (maximum 5' casket)	370.00	400.00	each
Over 5 ft: single depth	890.00	980.00	each
Over 5 ft: double depth (subject to conditions and availability)	1,335.00	1,500.00	each
Additional Use of Cemetery Property	200.00	220.00	
Inherited Use of Cemetery Property	200.00	220.00	
Pallbearer Casket Assistance per 2 pallbearers and/or use of pallbearer carriage (subject to staff availability) - Carriage at Brookside only	40.00	50.00	per 2 and/or use of carriage
Nov 1 to Apr 30 interment seasonal accessibility and reinstatement fee	100.00	110.00	each
Cremation interment fees			
Single depth	375.00	415.00	each
Double depth	535.00	590.00	each
Urn Placed in a casket. Administrators permission must be obtained. Urn is recorded and counted as one of the four permitted forms of interment per lot.	new	150.00	each
Nov 1st to Apr 30th Interment Seasonal Accessibility & Reinstatement Fee	100.00	110.00	each
Sub-surface ash crypt	280.00	310.00	each
Niche Internment	285.00	305.00	each
5ft and over 5ft single depth casket disinterment	2,750.00	3,025.00	each
5ft and over 5ft double depth casket disinterment	5,100.00	5,610.00	each
Cremated remains at single depth	510.00	565.00	each
Cremated remains at double depth	680.00	750.00	each
Columbarium niche - plus cost of replacement door and/or engraving where applicable; priced on order	180.00	250.00	each
Monument foundation fees			
Cement slab - single	340.00	375.00	each
Cement slab - double	635.00	700.00	each
Cement slab 24" - infant section	185.00	205.00	each
Cement slab 30" - child section	250.00	275.00	each
Replacement of existing monument foundations. (Monument must be removed by Memorial Dealer at owners expense, to facilitate work)			
Cement slab - single	new	300.00	each
Cement slab - double	new	560.00	each
Cement slab 24" - infant section	new	164.00	each
Cement slab 30" - child section	new	220.00	each

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Monument/marker/vase installation/removal fees			
Flat Marker Exchange or Removal	90.00	110.00	each
Flat Marker - Minimum sized 20" X 10"	150.00	200.00	each
Flat Marker - Greater Than Minimum size	0.80	1.05	per sq. inch
Flat Markers installed with an attached Vase; applicable flat marker install fee plus	55.00	65.00	each
Separate Single Invertible Memorial Vase	150.00	165.00	each
Military Monument Removal	235.00	305.00	each
Pre-Installed Flat Marker Removal for 1st Interment	145.00	190.00	each
Flat Marker, In ground vase or Foundation, installation maintenance fee. Charged per item where the item/s are ordered for installation within the first 12 months of an interment.	new	150.00	each
Memorial installation - permits			
Per Memorial installed on a Foundation/Per Sub Base/Flat marker removal	80.00	100.00	each
Per Picture Disc or Tag Affixed to a Monument	80.00	100.00	each
Memorials			
Memorial Bench - Donated Wooden incl. foundation	1,530.00	1,620.00	each
Memorial Bench -Bronze Plaque	280.00	295.00	each
Black granite memorial bench including foundation	3,455.00	3,630.00	each
Rose granite memorial bench including foundation	3,170.00	3,350.00	each
Natural granite memory stone with bronze plaque (excludes interment/scattering of cremated remains - sold separately)	1,365.00	1,430.00	each
Donated cremation garden Evergreen standard memorial shrub	195.00	205.00	each
6" X 4" Oval Bronze Plaque for Standard Memorial Tree or Shrub	320.00	335.00	each
Miscellaneous fees			
Tree/Shrub Removal from Property	235.00	310.00	each
Interment site GPS	40.00	45.00	each
Interment site or Memorial Photo (Max 2 jpeg or computer print only)	45.00	50.00	each
Additional Engraving Service on Niche Door	210.00	220.00	each
Photocopies of documents - per page	1.00	1.50	each
Cheques returned unpaid by Financial institution	30.00	45.00	each
Administration fee	12% or $30.00 minimum whichever is greater	12% or $75.00 minimum whichever is greater	

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Columbaria sundries			
Columbaria Motif Engraving on Niche Door (Must be ordered at the time of ordering the standard door engraving)	75.00	80.00	each pair
Columbaria Motif Engraving on Niche Door (Must be ordered at the time of ordering the standard door engraving)	115.00	125.00	each pair
Columbaria Motif Engraving on Niche Door ordered separately from 1st service	190.00	200.00	each pair
Estate Columbaria Family Name Engraving (Applicable only if complete columbaria unit is purchased)	335.00	420.00	each
Assessment Taxation			
Tax penalty interest - effective July 1, 2015			
Monthly interest on tax arrears	1.25%	1.75%	per month
Interest on current year business tax arrears for the month of August only	6.25%	7.50%	per month
Property & business tax fees for service - effective July 1, 2015			
Tax Certificates	43.00	53.00	per request
Property, Planning and Development			
All Planning, Development and Building Fees administered under By-law No. 77/2009 are increased by 2% above the 2015 inflationary increase, with a corresponding discount of 2% for payments by cash, cheque or debit card. (Effective April 1, 2015)			
Water and Waste			
Additional Collection Service Fees - effective May 1, 2015			
Front load garbage and recycling bin pull box service for inaccessible properties	new	19.00	per bin, per collection
Unlocking service for bins	10.00	35.00	per month
Short term front load bin rental for existing customers	new	100.00	per rental
Garbage cart rental to landlocked properties	new	75.00	per year, per cart
Large item (Bulky Waste) Collection	5.00	10.00	per item
Extra garbage bags (Surplus waste) that do not fit in provided containers - Up to 3 Standard sized garbage bags	5.00	10.00	Per pickup

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Record search fee			
Bill reprint fee (replaces Record search account history only up to 5 most recent years)	new	10.00	per bill
Record search fee (replaces Record search account history every additional year after the 5th year)	new	40.00	per hour
Meters damaged by frost or lost			
Meters damaged by frost 1"-2" (approved fee plus actual meter cost)	90.50	135.00	each
Meters damaged by frost 3"-10" (approved fee plus actual meter cost)	134.00	170.00	each
Service Permit for new/renewed/repaired/abandoned Sewer Service Pipe			
Single family residential			
Effective April 1, 2015	118.00	125.00	each
Effective January 1, 2016		130.00	each
Other than single family residential			
Effective April 1, 2015	160.00	190.00	each
Effective January 1, 2016		220.00	each
Extra charge for after regular working hours including weekends and holidays			
Effective April 1, 2015	187.00	200.00	each
Effective January 1, 2016		216.00	each
Re-inspection during regular working hours			
Effective April 1, 2015	45.00	60.00	each
Effective January 1, 2016		70.00	each
Service Permit for new/renewed/repaired/abandoned Water Service Pipe			
Single family residential			
Effective April 1, 2015	118.00	125.00	each
Effective January 1, 2016		130.00	each
Other than single family residential			
Effective April 1, 2015	160.00	190.00	each
Effective January 1, 2016		220.00	each
Extra charge for after regular working hours including weekends and holidays			
Effective April 1, 2015	187.00	200.00	each
Effective January 1, 2016		216.00	each
Re-inspection during regular working hours			
Effective April 1, 2015	45.00	60.00	each
Effective January 1, 2016		70.00	each

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Contractor's license			
Initial year or part thereof			
Effective April 1, 2015	340.00	370.00	each
Effective January 1, 2016		400.00	each
Annual renewal			
Effective April 1, 2015	195.00	210.00	each
Effective January 1, 2016		225.00	each
Disposal			
4R Winnipeg Depot access fee for all materials, except those covered under other programs - effective on the date of opening of the Brady 4R Winnipeg Depot.	5.00	-	per visit
Residential solid waste delivered to a 4R Winnipeg Depot - effective August 1, 2015	new	61.00	per tonne
Solid waste containing asbestos delivered to Brady Road Resource Management Facility - effective May 1, 2015	new	160.00	per tonne
Solid waste disposal of dead animal stock delivered to Brady Road Resource Management Facility - effective May 1, 2015	new	65.00	per tonne
Residential Property Collection			
Waste Diversion User Fee for all residential properties	0.137	0.15	per day, per dwelling unit
Non-Residential with 0-600L garbage container capacity and 2,250L or more recycling container capacity per week			
Collection and disposal of recyclable materials from bins	3.50	7.50	per cubic meter of container capacity
Waste Diversion User Fee (exceptions - no charge for registered charities and places of worship)	0.137	0.15	per day, per dwelling unit
Non-Residential with more than 600L of garbage container capacity per week			
Collection and disposal of solid waste from bins (No charge for Registered Charities and Places of Worship)	3.50	7.50	per cubic meter of container capacity

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Legal Services			
Tax Sale Fees			
Stage 1 (Properties < $200,000):			
Fixed Fee	new	2,000.00	per property
Variable fee (% of assessed value)	new	0.325%	of assessed value
Stage 2	new	500.00	per property
Stage 3	new	300.00	per property
Stage 1 (Properties > $200,000):			
Fixed Fee	new	2,000.00	per property
Variable fee (% of assessed value)	new	0.250%	of assessed value
Stage 2	new	500.00	per property
Stage 3	new	300.00	per property
Miscellaneous Tax Sale Fees			
Duplicate Certificate of Tax Sale Assignment Certificate, Final Certificate or other	new	400.00	per property
Affidavits of Service or Attempted Service or other	new	700.00	per property
Assignment of Tax sale Certificate	new	1,300.00	per property
Agreement - any Type	new	1,300.00	per property
Sub-Service - Application of Winnipeg Land Titles Office for deceased or hard to serve parties	new	1,600.00	per property
Legal Fees for Property Management Agreements			
License Agreements			
Simple	new	1,160.00	per agreement
Complex	new	5,800.00	per agreement
Encroachment Agreements			
Simple	new	1,160.00	per agreement
Complex	new	2,900.00	per agreement
Outdoor Patio/Leave and License Agreements		1,160.00	per agreement
Skywalk Agreement/Skywalk Amending Agreements	new	5,800.00	per agreement
Consent Agreement for Assignment of Skywalk Agreement	new	1,160.00	per agreement

2015 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2014 ($)	Proposed Rate ($)	Units
Commercial Lease	new	4,350.00	per agreement
Consent Agreement for Assignment of Lease	new	580.00	per agreement
Consent to Sub-Lease	new	580.00	per agreement
Assumption Agreement for Sub-Tenant	new	870.00	per agreement
Lease Amending Agreement	new	1,450.00	per agreement
Enter to Construct/Release & Indemnity	new	870.00	per agreement
Spatial Separation Agreement	new	1,160.00	per agreement
Firm Licenses/Leases	new	1,160.00	per agreement
Corporate Finance			
Claims Adjusting			
Claims Appeal	new	100.00	per appeal

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Appendix 10

THE CITY OF WINNIPEG
2014 Consolidated Budget

(in thousands of dollars)	2014	2013	Change
Revenues			
Taxation	$ 633,537	$ 603,944	$ 29,593
Sale of services and regulatory fees	537,737	512,215	25,522
Government transfers *	163,884	162,272	1,612
Investment income	34,867	37,741	(2,874)
Land sales and other revenue	56,602	74,376	(17,774)
Total Revenues	1,426,627	1,390,548	36,079
Expenses			
Protection and community services	461,328	442,962	18,366
Utility operations	376,922	367,386	9,536
Public works	320,049	287,099	32,950
Property and development	134,102	138,885	(4,783)
Finance and administration	80,580	74,683	5,897
Civic corporations *	73,309	63,868	9,441
General government	46,809	43,108	3,701
Total Expenses	1,493,099	1,417,991	75,108
Deficiency Revenues Over Expenses Before Other	(66,472)	(27,443)	(39,029)
Other			
Government transfers related to capital	150,869	133,192	17,677
Developer contributions-in-kind related to capital	66,000	52,200	13,800
	216,869	185,392	31,477
Excess Revenues Over Expenses	$ 150,397	$ 157,949	$ (7,552)

* The consolidated figures do not include any value for the International Polar Bear Conservation Centre asset within Assiniboine Park Conservancy. The accounting policy for this is subject to further review and could impact government transfers revenue and civic corporations' expenses.

THE CITY OF WINNIPEG
2014 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 647,727	$ (14,190)	$ 633,537
Sale of services and regulatory fees	585,754	(48,017)	537,737
Government transfers	161,198	2,686	163,884
Investment income	34,962	(95)	34,867
Land sales and other revenue	307,486	(250,884)	56,602
Total Revenues	**1,737,127**	**(310,500)**	**1,426,627**
Expenses			
Protection and community services	554,350	(93,022)	461,328
Utility operations	520,203	(143,281)	376,922
Public works	336,600	(16,551)	320,049
Property and development	197,568	(63,466)	134,102
Finance and administration	124,322	(43,742)	80,580
Civic corporations	-	73,309	73,309
General government	60,286	(13,477)	46,809
Total Expenses	**1,793,329**	**(300,230)**	**1,493,099**
Deficiency Revenues Over Expenses Before Other	**(56,202)**	**(10,270)**	**(66,472)**
Other			
Government transfers related to capital			
Province of Manitoba	-	86,193	86,193
Federal gas tax	42,829	4,292	47,121
Other capital funding	-	17,555	17,555
Total government transfers related to capital	42,829	108,040	150,869
Developer contributions-in-kind related to capital	-	66,000	66,000
	42,829	**174,040**	**216,869**
Excess/(Deficiency) Revenues Over Expenses	**$ (13,373)**	**$ 163,770**	**$ 150,397**

* The Adopted Budget consists of the following components:

	Revenue	Expenses	Excess Revenues Over Expenses
- Tax supported	969,184	969,184	-
- Utilities	550,371	510,678	39,693
- Special Operating Agencies	73,298	68,961	4,337
- Reserves	187,103	244,506	(57,403)
Total	1,779,956	1,793,329	(13,373)

Explanation of Consolidating Entries from Adopted Budget (in thousands of dollars)

Revenues	
1. Eliminate inter-fund transfers.	(448,969)
2. Eliminate fleet charges paid by City entities.	(46,844)
3. Eliminate grants to Civic Corporations.	(72,881)
4. Eliminate property taxes paid by City entities.	(14,078)
5. Eliminate water revenue paid by City entities.	(2,808)
6. Eliminate general government charges.	(3,417)
7. Include capital related revenue not included in the Other category.	124,119
8. Include revenue for Civic Corporations.	148,609
9. Include revenue for General Revenue Enterprises Fund.	6,094
10. Other.	(325)
	(310,500)
Expenses	
1. Eliminate inter-fund transfers.	(527,489)
2. Eliminate fleet charges paid by City entities.	(46,844)
3. Eliminate grants paid to Civic Corporations.	(31,009)
4. Eliminate principal payments in Utilities and debt charges in Municipal Accommodations.	(23,807)
5. Eliminate property taxes paid by City entities.	(14,078)
6. Eliminate water expense paid by City entities.	(2,808)
7. Eliminate general government charges.	(3,417)
8. Include capital expenses.	270,635
9. Include expenses for Civic Corporations.	68,728
10. Increase in liability for environmental issues, vacation and workers' compensation.	10,029
11. Include expenses for General Revenue Enterprises Fund.	5,251
12. Change in sinking fund position.	3,000
13. Other.	(8,421)
	(300,230)
Other	
Include estimates for revenue related to capital funding from government and developers.	174,040

THE CITY OF WINNIPEG
Consolidated Budget
of Change in Net Financial Liabilities

(For the year ended December 31 in thousands of dollars)	2014	2013	Change
Excess Revenues Over Expenses	$ 150,397	$ 157,949	$ (7,552)
Amortization of tangible capital assets	209,278	195,368	13,910
Proceeds on disposal of tangible capital assets	8,100	4,500	3,600
Loss (gain) on sale of tangible capital assets	634	925	(291)
Change in inventories, prepaid expenses and deferred charges	(785)	(3,500)	2,715
Acquisition of tangible capital assets	(669,625)	(518,450)	(151,175)
Decrease in Net Financial Assets	(302,001)	(163,208)	(138,793)
Net Financial Liabilities, Beginning of Year	(411,063)	(325,605)	(85,458)
Net Financial Liabilities, End of Year	$ (713,064)	$ (488,813)	$ (224,251)

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Appendix 11

Tax Supported Savings Transferred to Regional Streets Program

	Department	Description	2015
1	**Corporate Support Services**	Migration to Voice Over Internet Protocol (VOIP) phone system from Centrex.	$ 56,250
2		Deferral of transfer to the Computer Replacement Reserve from 2015 to 2016 - Critical Systems Component. No planned purchases in 2015.	779,237
3	**Public Works**	An internal operational review determined that the average time between larviciding application can be increased. This results in less biological products being used, while maintaining effective mosquito control under average weather conditions.	325,317
4	**Community Services**	Increase charges to the Animal Services SOA for internal service support.	50,000
5		Review expenditure accounts to align with 3 year average (e.g. printing, travel, etc.).	200,000
6	**Planning, Property & Development**	Revenue collected by Land Development Division pursuant to development agreements for existing services installed by the City, based on previous annual averages.	241,000
7		One year reduction on taxes to be paid into Multi-Family Dwelling Tax Investment Reserve. Analysis of the reserve balance indicates tax grants paid out of the reserve have been less than budgeted.	815,057
8		Development Approvals, Building Permits & Inspection - Review expenditure accounts - various.	135,357
9		City Planning - review expenditure accounts - various.	64,643
10	**Water & Waste - Land Drainage / Garbage Collection**	Review allocated department costs - reallocate to Solid Waste utility.	342,000
11		Revise tonnage estimates based on new projections. Lower volume estimates decrease tipping fee expense.	165,000
12		Reduce external contracts budget.	10,000
13		Reduce advertising budget and continue to optimize social media.	40,000
14	**Assessment and Taxation**	Increase net revenues for 2015 Value Added Program.	1,710,800
15		Increase net taxes added.	134,445
16	**Corporate Finance**	Increase budget for capital construction interest / overhead based on size of City's capital program.	800,000
17	**Corporate**	Reduction to debt and finance charges to be held in the Corporate accounts, based on recent debt issue experience.	315,844
18	**Tax supported impact - Transit (50%)**	Revised estimate - the requirement to purchase replacement smart cards in 2015 for automated fare collection system is not expected to be significant.	89,500
21	**Chief Administrative Office**	Increase savings from position vacancies and review expenditure accounts - various.	51,042
22	**Audit**	Additional savings through vacancy management.	27,707
23	**City Clerks**	Permanent reduction in expenditures, including additional savings through vacancy management.	147,063
	Total		**6,500,262**

Winnipeg

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The City of Winnipeg

CAPITAL PROJECTS SUMMARY

2015
Preliminary Capital Budget

and

2016 to 2020
Five Year Forecast

Notes:

1. Capital budget amounts are estimates only and are subject to materials management policy (e.g. tenders, bids, and contract awards including Public Private Partnership proposals).

2. In the attached Capital Projects Listing, tax supported capital projects are financed by cash to capital unless another funding source is disclosed for the project. In addition, provincial funding amounts are not all allocated to individual capital projects. This unallocated provincial funding will offset cash to capital requirements in project budgets.

3. The Public Service uses a cost estimate classification system based on the Association for the Advancement of Cost Engineering (AACE) International Recommended Practices for capital budget estimates - see Volume 3, Appendix 2.

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CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL						6 YEAR TOTAL
	BUDGET	FORECAST					
	2015	2016	2017	2018	2019	2020	2015-2020
SUMMARY OF CAPITAL PROGRAM							
Public Works	**134,659**	**138,760**	**145,925**	**156,796**	**150,027**	**160,334**	**886,501**
Water and Waste	**5,595**	**5,558**	**6,050**	**5,650**	**4,650**	**4,650**	**32,153**
Community Services and Community Incentive Grants	**20,909**	**16,319**	**15,903**	**16,960**	**18,256**	**6,870**	**95,217**
Winnipeg Police Service	**7,186**	**9,068**	**22,188**	**5,872**	**4,467**	**9,420**	**58,201**
Fire Paramedic Service	**5,293**	**12,719**	**9,060**	**6,292**	**7,609**	**11,034**	**52,007**
Planning, Property and Development	**5,680**	**5,850**	**5,933**	**5,768**	**7,534**	**3,856**	**34,621**
City Clerks	**1,750**	**750**	**1,100**	**450**			**4,050**
Corporate Support Services	**3,241**	**3,668**	**4,043**	**2,996**	**1,651**	**2,319**	**17,918**
Assessment and Taxation	**3,750**	**3,000**	**3,870**	**3,320**	**3,350**	**3,200**	**20,490**
Other Projects	**300**						**300**
Sub-Total Tax Supported General	**188,363**	**195,692**	**214,072**	**204,104**	**197,544**	**201,683**	**1,201,458**
Municipal Accommodations	**14,866**	**8,821**	**9,635**	**10,077**	**9,889**	**8,878**	**62,166**
Transit	**27,436**	**35,297**	**28,825**	**30,395**	**39,956**	**35,818**	**197,727**
Total Including Transit and Municipal Accommodations	**230,665**	**239,810**	**252,532**	**244,576**	**247,389**	**246,379**	**1,461,351**
UTILITIES							
Waterworks System	**64,184**	**47,956**	**22,900**	**25,950**	**19,805**	**22,775**	**203,570**
Sewage Disposal System	**261,801**	**660,713**	**93,099**	**69,119**	**48,975**	**70,118**	**1,203,825**
Solid Waste Disposal System	**3,850**	**5,200**	**7,250**	**4,000**	**2,950**	**3,350**	**26,600**
Total Utilities	**329,835**	**713,869**	**123,249**	**99,069**	**71,730**	**96,243**	**1,433,995**
SPECIAL OPERATING AGENCIES							
Winnipeg Golf Services							
Total Special Operating Agencies							
TOTAL CAPITAL PROGRAM	**560,500**	**953,679**	**375,781**	**343,645**	**319,119**	**342,622**	**2,895,346**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL						6 YEAR TOTAL
	BUDGET	FORECAST					
	2015	2016	2017	2018	2019	2020	2015-2020
SUMMARY OF FINANCING SOURCES							
Cash to Capital	81,978	88,478	90,478	92,978	93,478	95,478	542,868
Public Private Partnership Annual Service / Financing Payments	(28,053)	(28,018)	(27,978)	(27,970)	(24,704)	(45,099)	(181,822)
Reserves:							
- Transit Bus Replacement	5,660	7,858	8,994	9,335	9,346	9,565	50,758
- Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment						22,050	22,050
- Watermain Renewal	17,000	18,000	18,500	18,500	19,000	19,500	110,500
- Sewer System Rehabilitation	26,400	16,900	17,800	18,200	19,500	20,500	119,300
- Environmental Projects	7,834	16,248	34,232	44,648	21,300	22,618	146,880
- Land Operating	965	20,382	965	965	965	965	25,207
- Contributions in Lieu of Land Dedication	118						118
- Commitment	402						402
- Computer Replacement		1,061	306		315	37	1,719
- Local Street Renewal	12,663	17,415	22,315	27,215	32,115	37,015	148,738
- Regional Street Renewal	8,519	12,901	17,640	22,540	27,440	32,340	121,380
- Golf Course	23						23
- Economic Development Investment	1,250	1,650	2,150	2,650	3,730	24	11,454
Interim Financing (Repayment)	380	(19,512)	(95)	(95)	(95)		(19,417)
Contributions from Other Levels of Government:							
- Federal Gas Tax	40,886	41,950	41,950	43,948	43,948	43,948	256,630
- Veterans Affairs Canada	150	150	150	150	150	150	900
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	32,916	40,416	38,166	30,316	36,666	36,666	215,146
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000	5,000	5,000	5,000	5,000		25,000
- Provincial Road Investment Fund	9,000	9,000	9,000	9,000			36,000
- Building Manitoba Fund	17,840	17,840	17,840	17,840	15,040	10,840	97,240
- Transfer from Prior Year Surplus - Provincial Funding for Road Improvements	6,200						6,200
Other Funders:							
- Developer Funding / Developer Capacity Charges	500	500	500	500			2,000
- Winnipeg Library Foundation	2,500						2,500
- Sponsorship / Sponsor Winnipeg	572	95	95	95	95		952
Retained Earnings - Transit	1,451						1,451
Retained Earnings - Utilities	80,410	103,390	29,577	13,721	9,630	33,625	270,353
Debt	222,044	581,975	47,196	14,109	6,200	2,400	873,924
Riverbank Management Committee Fund (Fund 002)	209						209
Transfers from Other Capital Accounts / Surplus Capital	5,683		1,000				6,683
TOTAL FINANCING SOURCES	560,500	953,679	375,781	343,645	319,119	342,622	2,895,346

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL						6 YEAR TOTAL
	BUDGET	FORECAST					
	2015	2016	2017	2018	2019	2020	2015-2020
FINANCING SOURCES							
TAX SUPPORTED							
Cash to Capital	82,001	88,478	90,478	92,978	93,478	95,478	542,891
Public Private Partnership Annual Service / Financing Payments	(28,053)	(28,018)	(27,978)	(27,970)	(24,704)	(45,099)	(181,822)
Reserves:							
- Transit Bus Replacement	5,660	7,858	8,994	9,335	9,346	9,565	50,758
- Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment						22,050	22,050
- Economic Development Investment	1,250	1,650	2,150	2,650	3,730	24	11,454
- Land Operating	965	20,382	965	965	965	965	25,207
- Contributions in Lieu of Land Dedication	118						118
- Commitment	402						402
- Computer Replacement		1,061	306		315	37	1,719
- Local Street Renewal	12,663	17,415	22,315	27,215	32,115	37,015	148,738
- Regional Street Renewal	8,519	12,901	17,640	22,540	27,440	32,340	121,380
Interim Financing (Repayment)	380	(19,512)	(95)	(95)	(95)		(19,417)
Contributions from Other Levels of Government:							
- Federal Gas Tax	40,886	41,950	41,950	43,948	43,948	43,948	256,630
- Veterans Affairs Canada	150	150	150	150	150	150	900
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	32,916	40,416	38,166	30,316	36,666	36,666	215,146
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000	5,000	5,000	5,000	5,000		25,000
- Provincial Road Investment Fund	9,000	9,000	9,000	9,000			36,000
- Building Manitoba Fund	17,840	17,840	17,840	17,840	15,040	10,840	97,240
- Transfer from Prior Year Surplus - Provincial Funding for Road Improvements	6,200						6,200
Other Funders:							
- Developer Funding / Developer Capacity Charges	500	500	500	500			2,000
- Winnipeg Library Foundation	2,500						2,500
- Sponsorship / Sponsor Winnipeg	572	95	95	95	95		952
Debt	24,553	22,644	24,056	10,109	3,900	2,400	87,662
Retained Earnings - Transit	1,451						1,451
Riverbank Management Committee Fund (Fund 002)	209						209
Transfers from Other Capital Accounts / Surplus Capital	4,983		1,000				5,983
Total Including Transit and Municipal Accommodations	230,665	239,810	252,532	244,576	247,389	246,379	1,461,351

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL						6 YEAR TOTAL
	BUDGET	FORECAST					
	2015	2016	2017	2018	2019	2020	2015-2020
UTILITIES							
Reserves:							
- Sewer System Rehabilitation	**26,400**	**16,900**	**17,800**	**18,200**	**19,500**	**20,500**	**119,300**
- Watermain Renewal	**17,000**	**18,000**	**18,500**	**18,500**	**19,000**	**19,500**	**110,500**
- Environmental Projects	**7,834**	**16,248**	**34,232**	**44,648**	**21,300**	**22,618**	**146,880**
Retained Earnings - Utilities	**80,410**	**103,390**	**29,577**	**13,721**	**9,630**	**33,625**	**270,353**
Debt	**197,491**	**559,331**	**23,140**	**4,000**	**2,300**		**786,262**
Transfer Prior Year Authorization - Retained Earnings	**700**						**700**
TOTAL UTILITIES	**329,835**	**713,869**	**123,249**	**99,069**	**71,730**	**96,243**	**1,433,995**
SPECIAL OPERATING AGENCIES							
- Cash to Capital	**(23)**						**(23)**
- Golf Course Reserve	**23**						**23**
TOTAL SPECIAL OPERATING AGENCIES							
TOTAL FINANCING SOURCES	**560,500**	**953,679**	**375,781**	**343,645**	**319,119**	**342,622**	**2,895,346**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
CAPITAL PROJECTS LISTING								
PUBLIC WORKS								
Active Transportation Facilities								
Recreational Walkways and Bicycle Paths - Various Locations	2-1	**1,000**	**1,300**	**1,500**	**1,500**	**1,500**	**1,500**	**8,300**
New Regional Sidewalks	2-2	**250**	**1,000**	**1,200**	**1,200**	**1,200**	**1,200**	**6,050**
New Non-Regional Sidewalks	2-3	**150**	**300**	**500**	**500**	**500**	**500**	**2,450**
Bicycle Corridors (formerly Active Transportation Corridors)	2-4	**1,000**	**1,500**	**2,000**	**2,200**	**2,200**	**2,200**	**11,100**
Total Active Transportation Facilities		**2,400**	**4,100**	**5,200**	**5,400**	**5,400**	**5,400**	**27,900**
Regional Streets								
Street Improvements								
Developer Payback - Various Locations	2-5	**3,000**		**12,465**			**16,113**	**31,578**
Tuxedo Yards Development - Economic Development Investment Reserve	2-6	**1,250**	**1,650**	**2,150**	**2,650**	**3,730**	**24**	**11,454**
Transportation Master Plan	2-7	**250**	**250**	**250**	**250**	**250**	**250**	**1,500**
Transportation Management Centre (TMC)	2-8	**2,000**	**1,000**					**3,000**
Traffic Signals Improvements	2-9	**1,030**	**1,030**	**1,030**	**1,030**	**1,030**	**150**	**5,300**
Traffic Signals Loops	2-10	**400**	**250**	**250**	**250**	**250**	**250**	**1,650**
Traffic Signals Gel Covers	2-11	**550**						**550**
Traffic Engineering Improvements - Various Locations	2-12	**1,800**	**1,900**	**1,900**	**1,900**	**1,900**	**1,900**	**11,300**
Installation of Traffic Signals at the Intersection of Jefferson Avenue and Adsum Drive	2-13	**525**						**525**
Kenaston Boulevard - Ness Avenue to Taylor Avenue	2-14		**100**	**3,345**	**100**	**2,263**	**100**	**5,908**
Preliminary / Detailed Design for Building Canada Fund Project(s)	2-15	**3,000**	**2,200**					**5,200**
Total Street Improvements		**13,805**	**8,380**	**21,390**	**6,180**	**9,423**	**18,787**	**77,965**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Regional and Local Street Renewal - First charge on 2015 Capital Budget for Nairn Avenue Overpass Traffic Mitigation Measures from the Local Street Renewal Program of up to $350,000 (Council July 16, 2014)								
- Cash to Capital		**16,087**	**16,852**	**19,761**	**22,787**	**24,175**	**20,198**	**119,860**
- Federal Gas Tax / Interest		**11,175**	**12,029**	**12,104**	**13,886**	**17,236**	**18,936**	**85,366**
- Provincial Building Manitoba Fund - Roads		**14,000**	**14,000**	**14,000**	**14,000**	**7,000**	**7,000**	**70,000**
- Provincial Road Investment Fund		**9,000**	**9,000**	**9,000**	**9,000**			**36,000**
- Provincial Manitoba Winnipeg Infrastructure Fund		**5,000**	**5,000**	**5,000**	**5,000**	**5,000**		**25,000**
- Transfer from Prior Year Surplus - Provincial Funding for Road Improvements (2008, 2009 and 2010)		**6,200**						**6,200**
- Local Street Renewal Reserve		**12,663**	**17,415**	**22,315**	**27,215**	**32,115**	**37,015**	**148,738**
- Regional Street Renewal Reserve		**8,519**	**12,901**	**17,640**	**22,540**	**27,440**	**32,340**	**121,380**
- External Debt		**20,176**	**6,900**					**27,076**
- Transfer from Prior Year Surplus - Federal Gas Tax		**472**						**472**
Total Regional and Local Street Renewal	2-16	**103,292**	**94,097**	**99,820**	**114,428**	**112,966**	**115,489**	**640,092**
Waterway Crossings and Grade Separations								
Louise Bridge (Red River)								
- Cash to Capital			**1,000**					**1,000**
- Provincial Funding for Road Improvements			**1,000**					**1,000**
Total Louise Bridge (Red River)	2-22		**2,000**					**2,000**
CPR Yards Functional Crossing Study - between McPhillips Street and Main Street	2-23		**2,000**					**2,000**
Fermor Avenue Bridge (Seine River)	2-24		**1,000**	**1,200**	**10,100**	**6,700**		**19,000**
Saskatchewan Avenue Culvert (Sturgeon Creek)	2-25		**1,000**	**1,000**	**8,000**			**10,000**
Ness Avenue Culvert (Sturgeon Creek)								
- Cash to Capital		**1,000**	**7,000**					**8,000**
- Provincial Funding for Road Improvements		**1,000**	**4,000**					**5,000**
Total Ness Avenue Culvert (Sturgeon Creek)	2-26	**2,000**	**11,000**					**13,000**
Saskatchewan Avenue Bridge (Omand's Creek) - First charge on 2015 Capital Budget of up to $700,000 (Council December 10, 2014)								
- Cash to Capital		**450**	**1,300**					**1,750**
- Provincial Funding for Road Improvements		**250**	**1,000**					**1,250**
Total Saskatchewan Avenue Bridge (Omand's Creek)	2-27	**700**	**2,300**					**3,000**
Lyndale Drive - Retaining Wall Rehabilitation - First charge on 2015 Capital Budget of up to $500,000 (Council December 10, 2014)								
- Cash to Capital		**450**	**250**	**3,500**				**4,200**
- Provincial Funding for Road Improvements		**250**	**250**	**1,500**				**2,000**
Total Lyndale Drive - Retaining Wall Rehabilitation	2-28	**700**	**500**	**5,000**				**6,200**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Osborne Street Underpass								
- Cash to Capital						1,250		1,250
- Provincial Funding for Road Improvements						1,250		1,250
Total Osborne Street Underpass	2-29					2,500		2,500
Dublin Avenue Bridge (Omand's Creek)	2-30				700	700	6,800	8,200
Sherwin Road Bridge (Omand's Creek)	2-31					700	2,800	3,500
Pembina Highway Overpass (Bishop Grandin) Rehabilitation	2-32						1,000	1,000
Waterway Crossing and Grade Separations - Annual Program	2-33	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Disraeli Bridge and Overpass Facility - First charge on 2015 Capital Budget of up to $3.938 million (Council December 10, 2014)								
- Cash to Capital		1,000	950	910	865	662	650	5,037
- Federal Gas Tax		17,480	17,450	17,415	17,385	14,238	12,550	96,518
- Public Private Partnership Annual Service / Financing Payments		(11,814)	(11,859)	(11,909)	(11,959)	(11,993)	(12,014)	(71,548)
- Debt servicing - repayment of debt		(6,666)	(6,541)	(6,416)	(6,291)	(2,907)	(1,186)	(30,007)
Total Disraeli Bridge and Overpass Facility	2-34							
Charleswood Bridge								
- Cash to Capital		1,478	1,478	1,478	1,478	1,478	1,478	8,868
- Public Private Partnership Lease Payments		(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(8,868)
Total Charleswood Bridge	2-36							
Total Waterway Crossings and Grade Separations		6,400	22,800	10,200	21,800	13,600	13,600	88,400

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
New Transportation Facilities								
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard - First charge on 2015 Capital Budget of up to $2.042 million (Council December 10, 2014)								
- Cash to Capital		**690**	**785**	**860**	**950**	**1,193**	**1,250**	**5,728**
- Federal Gas Tax		**6,415**	**6,365**	**6,325**	**6,280**	**6,077**	**6,065**	**37,527**
- Public Private Partnership Annual Service / Financing Payments		**(6,126)**	**(6,171)**	**(6,206)**	**(6,251)**	**(6,291)**	**(6,336)**	**(37,381)**
- Debt servicing - repayment of debt		**(979)**	**(979)**	**(979)**	**(979)**	**(979)**	**(979)**	**(5,874)**
Total Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2-37							
Total New Transportation Facilities								
Other Streets Projects								
Asset Management System - Various Divisions	2-39			**100**	**100**	**100**	**100**	**400**
Land Drainage Sewers - Regional / Local Streets	2-40	**2,500**	**1,300**	**1,300**	**1,300**	**1,300**	**300**	**8,000**
Land Acquisition - Transportation Right of Way	2-41	**300**	**300**	**300**	**300**	**300**	**300**	**1,800**
Total Other Streets Projects		**2,800**	**1,600**	**1,700**	**1,700**	**1,700**	**700**	**10,200**
TOTAL STREETS PROJECTS		**128,697**	**130,977**	**138,310**	**149,508**	**143,089**	**153,976**	**844,557**
Parks and Open Space								
Reforestation - Improvements	2-42	**383**	**383**	**383**	**383**	**383**	**383**	**2,298**
Athletic Fields - Improvements	2-43	**124**	**200**	**200**	**200**	**200**	**200**	**1,124**
Parks - Improvements	2-44	**905**	**650**	**700**	**655**	**655**	**655**	**4,220**
Regional and Community Parks - Buildings	2-45		**1,700**	**850**	**1,300**	**950**	**370**	**5,170**
Off Leash Dog Park Master Plan	2-46		**100**					**100**
Hardsurface Upgrading	2-47	**150**	**150**	**150**	**150**	**150**	**150**	**900**
Parks and Recreation Enhancement Program	2-48	**2,800**	**3,300**	**3,300**	**3,300**	**3,300**	**3,300**	**19,300**
Insect Control - Replace 3 Grey Street Operations Building	2-49	**300**		**732**				**1,032**
Urban Forest Enhancement Program								
- Cash to Capital			**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**6,500**
- Transfer from Prior Year Authorization (2014 DED Strategy)		**1,300**						**1,300**
Total Urban Forest Enhancement Program	2-50	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**7,800**
Total Parks and Open Space		**5,962**	**7,783**	**7,615**	**7,288**	**6,938**	**6,358**	**41,944**
TOTAL PUBLIC WORKS		**134,659**	**138,760**	**145,925**	**156,796**	**150,027**	**160,334**	**886,501**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
COMMUNITY SERVICES								
Community Incentive Grant Program								
- Cash to Capital		**1,632**	**1,665**	**1,698**	**1,732**	**1,767**	**1,802**	**10,296**
- Transfer from Prior Year Authorization (2008 and 2009 Community Incentive Grant Program)		**114**						**114**
Total Community Incentive Grant Program	2-51	**1,746**	**1,665**	**1,698**	**1,732**	**1,767**	**1,802**	**10,410**
Library Interior Infrastructure Replacement Program	2-52	**100**	**200**	**300**	**306**	**312**	**318**	**1,536**
Library Facility Redevelopment - River Heights Library								
- External Debt	2-53	**500**	**5,060**					**5,560**
Library Facility Redevelopment - Westwood Library								
- External Debt	2-54			**1,468**				**1,468**
Library Facility Redevelopment - St. James Library								
- External Debt	2-55				**6,492**			**6,492**
Library Refurbishment and Redevelopment Program - Existing Infrastructure	2-56		**500**	**500**	**510**	**520**	**530**	**2,560**
Millennium Library "Maker Space" Project	2-57					**562**		**562**
Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library								
- Cash to Capital		**1,000**						**1,000**
- Winnipeg Library Foundation		**1,250**						**1,250**
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library	2-58	**2,250**						**2,250**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library								
- Cash to Capital		**1,000**						**1,000**
- Winnipeg Library Foundation		**1,250**						**1,250**
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library	2-59	**2,250**						**2,250**
Library Technology Upgrade and Replacement Program	2-60	**500**	**500**	**500**	**510**	**520**	**530**	**3,060**
Recreational Facility Safety, Security and Accessibility Improvements Program	2-61	**150**	**153**	**156**	**159**	**162**	**165**	**945**
Library Facility Safety, Security and Accessibility Improvements Program	2-62	**200**	**306**	**312**	**318**	**324**	**330**	**1,790**
Business Application Systems	2-63			**250**	**306**	**312**		**868**
Recreation Equipment Program	2-64	**200**		**608**		**400**		**1,208**
East Elmwood Leisure Centre Amenities and Equipment	2-65	**225**	**208**					**433**
Fitness Equipment Upgrade Program	2-66		**239**	**222**	**233**	**227**	**230**	**1,151**
Technology Upgrade and Replacement Program	2-67				**306**			**306**
Recreation Facility Replacement - New Infrastructure	2-68			**3,801**		**7,062**		**10,863**
Pan Am Pool	2-69	**1,000**	**1,400**					**2,400**
Community Centre Renovation Grant Program (CCRGP) - First charge on 2015 Capital Budget of $150,000 for the Transcona East End Community Club Arena Expansion Project (Council September 24, 2014)								
- Land Operating Reserve	2-70	**965**	**965**	**965**	**965**	**965**	**965**	**5,790**
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability - First charge on 2015 Capital Budget of up to $2.082 million (Council December 17, 2013)	2-71	**5,123**	**5,123**	**5,123**	**5,123**	**5,123**	**2,000**	**27,615**
Assiniboine Park Conservancy (APC) - Capital Development Plan - First charge on 2015 Capital Budget of up to $4.5 million (Council June 25, 2014)	2-72	**5,700**						**5,700**
TOTAL COMMUNITY SERVICES		**20,909**	**16,319**	**15,903**	**16,960**	**18,256**	**6,870**	**95,217**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
WINNIPEG POLICE SERVICE								
Trunk Radio System	2-73	**2,000**	**5,280**					**7,280**
North Station Information Technology Requirements	2-74		**490**					**490**
Police Divisions Systems Upgrades	2-75	**2,986**	**1,400**					**4,386**
Radio Upgrade for Districts 3 and 4	2-76		**490**					**490**
Mobile and Transient Users	2-77		**250**					**250**
Major Case Management System Expansion	2-78		**1,158**			**500**		**1,658**
Officer Mobile Video System	2-79			**1,000**				**1,000**
Police Headquarters Building Systems Safeguards								
- Transfer from Prior Year Authorization	2-80	**1,700**		**1,000**				**2,700**
Electronic Ticketing								
- Transfer from Prior Year Authorization (2013 Communication New Phone System)	2-81	**500**						**500**
East District Police Station - First charge on 2015 Capital Budget of up to $330,000 (Council December 10, 2014)								
- Cash to Capital		**990**	**990**	**990**	**1,012**	**1,056**	**1,056**	**6,094**
- Public Private Partnership Lease Payments		**(990)**	**(990)**	**(990)**	**(1,012)**	**(1,056)**	**(1,056)**	**(6,094)**
Total East District Police Station	2-82							
North District Police Station								
- External Debt	2-83			**20,188**				**20,188**
Winnipeg Police Headquarters Redevelopment								
- Interim Financing from General Capital Fund (Repayment)			**(18,967)**					**(18,967)**
- Land Operating Reserve			**18,967**					**18,967**
Total Winnipeg Police Headquarters Redevelopment	2-84							
Building Video Surveillance Systems	2-85				**4,160**			**4,160**
Intelligence Led Reporting (Phase 2)	2-86				**1,050**			**1,050**
WPS Data Integration, Auditing and Quality Solution Tool	2-87				**662**			**662**
Automated Fingerprint Identification System (AFIS)	2-88					**500**		**500**
Technology Upgrades - Information Systems	2-89					**1,200**		**1,200**
In Car Computing	2-90					**1,200**		**1,200**
Bomb Unit Truck Replacement	2-91					**300**		**300**
Fire Suppression System	2-92					**767**		**767**
Next Generation 911	2-93						**800**	**800**
Communication Centre Back Up Site Upgrade	2-94						**400**	**400**
Mobile Radio Replacement	2-95						**6,400**	**6,400**
River Patrol Building	2-96						**1,820**	**1,820**
TOTAL WINNIPEG POLICE SERVICE		**7,186**	**9,068**	**22,188**	**5,872**	**4,467**	**9,420**	**58,201**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
FIRE PARAMEDIC SERVICE								
Facilities Replacement, Relocation and Enhancement Program - First charge for the Next Generation 911 project on 2015 Capital Budget of up to $585,400 (Council September 24, 2014)								
- Cash to Capital				1,268	2,008	4,839	4,169	12,284
- External Debt		1,477	3,120		1,217	1,500		7,314
Total Facilities Replacement, Relocation and Enhancement Program	2-97	1,477	3,120	1,268	3,225	6,339	4,169	19,598
Replacement Radio System	2-98	2,000	4,000					6,000
Equipment Obsolescence	2-99		445	3,457				3,902
911 Call Centre Resilience	2-100	735		160	215			1,110
Computer Aided Dispatch (CAD)	2-101	200	3,852	2,080				6,132
Station Capital Maintenance	2-102	881	1,302	2,095	2,852	1,270	6,865	15,265
TOTAL FIRE PARAMEDIC SERVICE		5,293	12,719	9,060	6,292	7,609	11,034	52,007
PLANNING, PROPERTY AND DEVELOPMENT								
Computer Automation	2-103		200	120	144	133	119	716
Riverbank Greenway Programs	2-104	600	443	405	406	411	453	2,718
Cemeteries - Improvements								
- Cash to Capital		260	232	258	250	240	248	1,488
- Veterans Affairs Canada		150	150	150	150	150	150	900
Total Cemeteries - Improvements	2-105	410	382	408	400	390	398	2,388
Downtown Enhancement Program	2-106	400	400	400	400	400	400	2,400
BIZ Zones, Image Routes and Neighbourhood Main Streets	2-108	400	400	400	400	400	400	2,400
Public Art Strategy	2-109	500	500	500	500	500	500	3,000
Land Acquisition for General Unspecified Purposes	2-110	150	150	300	240	228	274	1,342
Developer Payback	2-111		275	280	278	292	274	1,399
Chornick Park Improvements - Phase Two								
- Contributions in Lieu of Land Dedication Reserve		118						118
- Commitment Reserve		402						402
Total Chornick Park Improvements - Phase Two	2-112	520						520
Riverbank Stabilization - Physical Asset Protection								
- Cash to Capital		1,191	1,000	1,000	1,000	1,000	1,038	6,229
- Riverbank Management Committee Fund (Fund 002)		209						209
Total Riverbank Stabilization - Physical Asset Protection	2-113	1,400	1,000	1,000	1,000	1,000	1,038	6,438

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Building Communities Initiative II, Phase Two								
- Cash to Capital		650						650
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		650						650
Total Building Communities Initiative II, Phase Two	2-115	1,300						1,300
Building Communities Initiative III								
- Cash to Capital			1,050	1,060	1,000	1,890		5,000
- Manitoba Winnipeg Infrastructure Agreement (MWIA)			1,050	1,060	1,000	1,890		5,000
Total Building Communities Initiative III	2-116		2,100	2,120	2,000	3,780		10,000
TOTAL PLANNING, PROPERTY AND DEVELOPMENT		5,680	5,850	5,933	5,768	7,534	3,856	34,621
MUNICIPAL ACCOMMODATIONS								
General Building Renovation and Refurbishing	2-117		125	500	500	500	500	2,125
Accommodation Facilities	2-118	1,550		951	1,994	1,863	1,889	8,247
St. Vital Library - Building System Refurbishment	2-119	850						850
Millennium Library - HVAC and Temperature Control Improvements	2-120	200	1,239					1,439
Fire / Life Safety / Regulatory Upgrades	2-121	275		710	720	759	708	3,172
Energy Conservation	2-122	100	100	150	140	158	130	778
Tenant Improvement Prepayment - Major Department	2-123	200	200	180	193	155	186	1,114
Historic Buildings	2-124	200	200	200	270	214	217	1,301
Generator Set Replacement and Upgrades	2-125			200	167	113	136	616
Security / Building Automation System Initiatives	2-126	225	140	188	201	196	190	1,140
Community Centres - Refurbishing and Improvements								
- Cash to Capital		350	400	420	644	673	667	3,154
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		350	300	200				850
Total Community Centres - Refurbishing and Improvements	2-127	700	700	620	644	673	667	4,004
Arenas								
- Cash to Capital		463	300	100	525	525	565	2,478
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		262	225	225				712
Total Arenas	2-128	725	525	325	525	525	565	3,190

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Indoor Aquatic Facilities								
- Cash to Capital		880	600	1,130	2,470	2,518	2,516	10,114
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		880	600	1,100				2,580
Total Indoor Aquatic Facilities	2-129	1,760	1,200	2,230	2,470	2,518	2,516	12,694
Pan Am Pool - Boiler System Replacement								
- Cash to Capital		400	400					800
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		370	370					740
Total Pan Am Pool - Boiler System Replacement	2-130	770	770					1,540
Pan Am Indoor Pool - Parking Lot Refurbishment								
- Cash to Capital			280	151				431
- Manitoba Winnipeg Infrastructure Agreement (MWIA)			280	150				430
Total Pan Am Indoor Pool - Parking Lot Refurbishment	2-131		560	301				861
Seven Oaks Indoor Pool - Renewal Plan	2-132	3,729						3,729
Outdoor Aquatic Facilities								
- Cash to Capital		155	175	217	340	338	340	1,565
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		175	175	125				475
Total Outdoor Aquatic Facilities	2-133	330	350	342	340	338	340	2,040
Community Facilities	2-134	200	200	200	260	212	214	1,286
Building Asset / Work Management Program	2-135	200	162	152	163	175	170	1,022
UFF - Hockey Pen Light Standard Replacement	2-136	100	100	100	100	100	100	600
City-Wide Accessibility Program	2-137	350	350	350	350	350	350	2,100
St. James Civic Centre	2-138		900	936	1,040	1,040		3,916
City Hall - Building Refurbishment	2-139	450	1,000	1,000				2,450
East Yard Complex Development								
- Interim Financing from Land Operating Reserve (Repayment)			(450)					(450)
- Land Operating Reserve			450					450
Total East Yard Complex Development	2-140							
Sherbrook Pool Reopening								
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,000						1,000
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)		572	95	95	95	95		952
- Interim Financing from General Capital Fund / (Repayment)		380	(95)	(95)	(95)	(95)		
Total Sherbrook Pool Reopening	2-141	1,952						1,952
TOTAL MUNICIPAL ACCOMMODATIONS		14,866	8,821	9,635	10,077	9,889	8,878	62,166

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	PRELIMINARY CAPITAL FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
CITY CLERKS								
Innovation Capital Fund	2-142	**1,000**						**1,000**
Corporate Records Centre	2-143			**150**				**150**
Election Systems	2-144			**200**	**200**			**400**
Decision Making Information System (DMIS) Replacement	2-145				**250**			**250**
2017 Canada Summer Games	2-146	**750**	**750**	**750**				**2,250**
TOTAL CITY CLERKS		**1,750**	**750**	**1,100**	**450**			**4,050**
CORPORATE SUPPORT SERVICES								
PeopleSoft Upgrade	2-147	**200**	**500**	**1,800**	**1,000**			**3,500**
Communications Network Infrastructure	2-148	**275**	**125**	**375**	**630**	**315**	**355**	**2,075**
Enterprise Computing Initiatives								
- Cash to Capital		**1,115**	**585**	**844**	**801**	**539**	**1,112**	**4,996**
- Transfer from Computer Replacement Reserve			**1,061**	**306**		**315**	**37**	**1,719**
Total Enterprise Computing Initiatives	2-149	**1,115**	**1,646**	**1,150**	**801**	**854**	**1,149**	**6,715**
Aerial Imagery Renewal Program	2-150		**150**		**165**		**190**	**505**
Software Renewal Program	2-151	**70**	**157**			**157**		**384**
Data Warehouse / Business Intelligence								
- Cash to Capital					**150**	**175**	**175**	**500**
- Transfer from Prior Year Authorization (2013 and 2014 Data Warehouse / Business Intelligence)		**218**						**218**
Total Data Warehouse / Business Intelligence	2-152	**218**			**150**	**175**	**175**	**718**
311 Renewal	2-153	**250**	**100**	**450**	**250**	**100**	**450**	**1,600**
Teraspan Fibre Ring Renewal								
- Cash to Capital		**106**	**119**					**225**
- Transfer from Prior Year Authorization (2014 Data Warehouse / Business Intelligence)		**529**						**529**
Total Teraspan Fibre Ring Renewal	2-154	**635**	**119**					**754**
Infrastructure Service Enhancements	2-155		**150**	**50**		**50**		**250**
Enterprise Content Management (formerly Document Management)	2-156	**275**						**275**
Candidate Gateway	2-157	**203**	**721**	**218**				**1,142**
TOTAL CORPORATE SUPPORT SERVICES		**3,241**	**3,668**	**4,043**	**2,996**	**1,651**	**2,319**	**17,918**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
ASSESSMENT AND TAXATION								
Assessment Automation	2-158	**750**		**870**	**320**	**350**	**200**	**2,490**
Local Improvements - Ongoing Program								
- Cash to Capital		**600**	**600**	**600**	**600**	**600**	**600**	**3,600**
- External Debt		**2,400**	**2,400**	**2,400**	**2,400**	**2,400**	**2,400**	**14,400**
Total Local Improvements - Ongoing Program	2-159	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**18,000**
TOTAL ASSESSMENT AND TAXATION		**3,750**	**3,000**	**3,870**	**3,320**	**3,350**	**3,200**	**20,490**
OTHER PROJECTS								
Study for City-Wide Project Management IT Solution	2-160	**300**						**300**
TOTAL OTHER PROJECTS		**300**						**300**
TRANSIT								
Innovative Transit Program	2-161	**800**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**5,800**
Transit Building Replacement / Refurbishment - First charge on 2015 Capital Budget of up to $9.869 million (Council December 17, 2013)								
- Cash to Capital		**4,934**	**4,500**	**4,573**	**4,506**	**6,536**	**6,536**	**31,585**
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		**4,935**						**4,935**
Total Transit Building Replacement / Refurbishment	2-162	**9,869**	**4,500**	**4,573**	**4,506**	**6,536**	**6,536**	**36,520**
Transit Buses								
- Cash to Capital			**4,329**	**4,312**	**5,317**	**8,637**	**8,480**	**31,075**
- Transit Bus Replacement Reserve		**5,660**	**7,858**	**8,994**	**9,335**	**9,346**	**9,565**	**50,758**
- External Debt			**5,164**					**5,164**
- Provincial Building Manitoba Fund		**3,840**	**3,840**	**3,840**	**3,840**	**8,040**	**3,840**	**27,240**
- Federal Gas Tax		**5,816**	**6,106**	**6,106**	**6,397**	**6,397**	**6,397**	**37,219**
- Retained Earnings		**1,451**						**1,451**
Total Transit Buses	2-164	**16,767**	**27,297**	**23,252**	**24,889**	**32,420**	**28,282**	**152,907**
Southwest Transitway (Stage 2) and Pembina Highway Underpass								
- Southwest Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve							**22,050**	**22,050**
- P3 Annual Service / Financing Payments (Province)							**(2,300)**	**(2,300)**
- P3 Annual Service / Financing Payments (City)							**(19,750)**	**(19,750)**
Total Southwest Transitway (Stage 2) and Pembina Highway Underpass	2-165							
Rapid Transit Planning and Design	2-167		**2,500**					**2,500**
TOTAL TRANSIT		**27,436**	**35,297**	**28,825**	**30,395**	**39,956**	**35,818**	**197,727**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	**VOL 3 PAGE NO.**	**PRELIMINARY CAPITAL BUDGET 2015**	**FORECAST 2016**	**2017**	**2018**	**2019**	**2020**	**6 YEAR TOTAL 2015-2020**
WATER AND WASTE - TAX SUPPORTED								
Land Drainage and Flood Control								
Financed by Cash to Capital:								
Flood Pumping Station Rehabilitation	2-168	**1,500**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,500**
Land Drainage and Combined Sewers Outfall Gate Structures	2-169	**1,300**	**2,400**	**2,400**	**2,000**			**8,100**
Seine River Waterway Acquisition								
- Cash to Capital			**150**	**150**	**150**	**150**	**150**	**750**
- Transfer from Prior Year Authorization (2012 Seine River Waterway Acquisition)		**150**						**150**
Total Seine River Waterway Acquisition	2-170	**150**	**150**	**150**	**150**	**150**	**150**	**900**
Flood Manual Upgrades	2-171	**300**						**300**
Development Agreement Paybacks								
- Developer Capacity Charges	2-172	**500**	**500**	**500**	**500**			**2,000**
Outfall Rehabilitation	2-173	**1,200**	**1,508**	**2,000**	**2,000**	**3,500**	**3,500**	**13,708**
Ravelston Deep Pond Landscaping	2-174	**370**						**370**
Oversized Land Drainage Pipe to Service Future Almey Avenue	2-175	**275**						**275**
Total Land Drainage and Flood Control		**5,595**	**5,558**	**6,050**	**5,650**	**4,650**	**4,650**	**32,153**
TOTAL WATER AND WASTE - TAX SUPPORTED		**5,595**	**5,558**	**6,050**	**5,650**	**4,650**	**4,650**	**32,153**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
WATERWORKS SYSTEM								
Waterworks System - Supply and Treatment								
Financed by Waterworks Retained Earnings:								
Shoal Lake Aqueduct and Falcon River Diversion Bridges	2-176	**2,000**						**2,000**
Shoal Lake Aqueduct Asset Preservation	2-177	**1,900**	**1,900**	**1,500**				**5,300**
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-178	**3,109**	**3,881**	**400**	**1,900**		**775**	**10,065**
Branch Aqueduct Condition Assessment and Rehabilitation	2-179	**500**					**1,000**	**1,500**
GWWD Railway Bridge Rehabilitation	2-180	**1,400**						**1,400**
Deacon Site Flood Protection	2-181	**1,825**						**1,825**
Tache Booster Pumping Station	2-182				**2,600**			**2,600**
Pumping Stations Reliability Upgrades	2-183	**2,050**	**650**					**2,700**
Pumping Stations and Reservoirs Structural Upgrades	2-184	**5,225**	**7,300**		**400**			**12,925**
Chlorination Upgrading at Pumping Stations	2-185	**425**	**2,750**					**3,175**
Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-186	**7,600**	**3,900**					**11,500**
Waterworks System Security Upgrades	2-187	**800**	**600**	**500**				**1,900**
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-188		**450**					**450**
Water Treatment Research and Process Optimization Facility	2-189	**730**						**730**
Water Conservation and Efficiency Study	2-190	**230**						**230**
Watershed and Asset Protection Considerations - First charge on 2015 Capital Budget of $1,000,000 (Council December 10, 2014)	2-191	**1,000**						**1,000**
Water Treatment Plant Capacity Validation	2-192				**150**			**150**
Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side)	2-193	**950**	**1,450**					**2,400**
Study of Natural Gas Powered Backup Pumps for Hurst Pumping Station	2-194				**400**			**400**
Deacon Reservoir Cell Rehabilitation	2-195	**875**	**475**					**1,350**
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-196	**1,000**						**1,000**
HVAC Upgrades at Pumping Stations	2-197	**4,900**						**4,900**
Water Treatment Plant - Projects and Review - Transfer from Prior Year Authorization - Retained Earnings	2-198	**700**						**700**
Total Waterworks System - Supply and Treatment		**37,219**	**23,356**	**2,400**	**5,450**		**1,775**	**70,200**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Waterworks System - Distribution								
Financed by Waterworks Retained Earnings:								
Saskatchewan Avenue Watermain	2-199		**4,600**					**4,600**
North Kildonan Feedermain River Crossing Replacement / Rehabilitation - First charge on 2015 Capital Budget of $2,500,000 (Council December 10, 2014)	2-200	**2,500**						**2,500**
Feedermain Condition Assessment and Rehabilitation	2-201	**1,000**	**2,000**	**2,000**	**2,000**	**750**	**1,500**	**9,250**
Water and Waste Department GIS Enhancement Program	2-202	**100**						**100**
Laboratory Information Management System Upgrade	2-203	**500**						**500**
Building Renovations - 1199 Pacific Avenue	2-204					**55**		**55**
Transcona Watermain Reliability Upgrade	2-205	**5,000**						**5,000**
Online Distribution Water Quality Monitoring Pilot System	2-206	**350**						**350**
Frozen Water Services Management System	2-207	**515**						**515**
Watermain Renewals								
- Watermain Renewal Reserve	2-208	**17,000**	**18,000**	**18,500**	**18,500**	**19,000**	**19,500**	**110,500**
Total Waterworks System - Distribution		**26,965**	**24,600**	**20,500**	**20,500**	**19,805**	**21,000**	**133,370**
TOTAL WATERWORKS SYSTEM (Utility Supported)		**64,184**	**47,956**	**22,900**	**25,950**	**19,805**	**22,775**	**203,570**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
SEWAGE DISPOSAL SYSTEM								
Sewage Disposal System - Treatment								
Financed by Sewage Disposal System Retained Earnings:								
Biosolids - Alternative Disposal Delivery and Management System								
- Environmental Projects Reserve		**253**	**1,818**	**2,332**				**4,403**
- Retained Earnings		**3,176**	**2,107**	**3,778**				**9,061**
- External Debt		**16,571**	**178,575**	**15,890**				**211,036**
Total Biosolids - Alternative Disposal Delivery and Management System	2-209	**20,000**	**182,500**	**22,000**				**224,500**
Wastewater System Security Upgrades	2-210				**500**	**500**	**500**	**1,500**
NEWPCC - Nutrient Removal / Upgrade								
- Retained Earnings		**10,000**	**50,600**					**60,600**
- External Debt		**90,000**	**375,556**					**465,556**
Total NEWPCC - Nutrient Removal / Upgrade	2-211	**100,000**	**426,156**					**526,156**
South End Water Pollution Control Centre (SEWPCC) - Nutrient Removal / Expansion								
- External Debt	2-212	**88,350**						**88,350**
West End Water Pollution Control Centre (WEWPCC) - Settling Improvement	2-213	**500**						**500**
Water Pollution Control Centres (WPCC) - Distributed Control System (DCS) and Human Machine Interface (HMI) Upgrades	2-214	**3,000**						**3,000**
WPCC - Asset Refurbishment and Replacement Project	2-215	**5,000**	**5,000**	**5,000**	**2,000**	**2,000**	**2,000**	**21,000**
WPCC - Re-roofing	2-216	**475**						**475**
Total Sewage Disposal System - Treatment		**217,325**	**613,656**	**27,000**	**2,500**	**2,500**	**2,500**	**865,481**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
Sewage Disposal System - Collection								
Financed by Sewage Disposal System Retained Earnings:								
Arc Flash Hazard Analysis and Remediation	2-217	**1,110**	**1,127**	**367**				**2,604**
Lift Stations Upgrading	2-218	**2,000**	**2,200**	**2,332**	**2,471**	**2,620**	**2,700**	**14,323**
Fernbank Interceptor	2-219						**8,800**	**8,800**
Warde Interceptor Extension - First charge on 2015 Capital Budget of $3,500,000 (Council December 10, 2014)	2-220	**3,500**						**3,500**
Plessis Road Interceptor	2-221			**7,300**				**7,300**
Kenaston Boulevard Interceptor	2-222			**5,300**				**5,300**
Laboratory Information Management System Upgrade	2-223	**500**						**500**
Building Renovations - 1199 Pacific Avenue	2-224					**55**		**55**
Combined Sewer Overflow and Basement Flood Management Strategy								
- Environmental Projects Reserve		**7,581**	**14,430**	**31,900**	**44,648**	**21,300**	**22,618**	**142,477**
- Sewer System Rehabilitation Reserve		**10,300**						**10,300**
Total Combined Sewer Overflow and Basement Flood Management Strategy	2-225	**17,881**	**14,430**	**31,900**	**44,648**	**21,300**	**22,618**	**152,777**
Comminutor Chamber Rehabilitation Program	2-226	**1,750**	**1,000**	**1,100**	**1,100**	**1,200**		**6,150**
360 McPhillips Equipment Storage Facility	2-227	**135**						**135**
Northeast Interceptor River Crossing Upgrade	2-228	**1,500**	**11,000**					**12,500**
Southwest Interceptor River Crossing	2-229				**200**	**1,800**	**13,000**	**15,000**
D'Arcy Lift Station Load Shedding Upgrade	2-230		**400**					**400**
Sewer Renewals - First charge on 2015 Capital Budget of $2,500,000 (Council December 10, 2014)								
- Sewer System Rehabilitation Reserve		**16,100**	**16,900**	**17,800**	**18,200**	**19,500**	**20,500**	**109,000**
Total Sewer Renewals	2-231	**16,100**	**16,900**	**17,800**	**18,200**	**19,500**	**20,500**	**109,000**
Total Sewage Disposal System - Collection		**44,476**	**47,057**	**66,099**	**66,619**	**46,475**	**67,618**	**338,344**
TOTAL SEWAGE DISPOSAL SYSTEM		**261,801**	**660,713**	**93,099**	**69,119**	**48,975**	**70,118**	**1,203,825**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL BUDGET 2015	FORECAST 2016	2017	2018	2019	2020	6 YEAR TOTAL 2015-2020
SOLID WASTE DISPOSAL SYSTEM								
Solid Waste Disposal System - Landfill								
Financed by Solid Waste Disposal Retained Earnings:								
Brady Road Resource Management Facility - Cell Construction - Phase 1 (formerly Brady Road Resource Management Facility - Cell Excavation)								
- Retained Earnings		**550**						**550**
- External Debt			**2,600**	**2,100**	**2,200**	**2,300**		**9,200**
Total Brady Road Resource Management Facility - Cell Construction - Phase 1	2-232	**550**	**2,600**	**2,100**	**2,200**	**2,300**		**9,750**
Brady Road Resource Management Facility - Cell Construction - Phase 2	2-233					**650**	**3,350**	**4,000**
Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements								
- External Debt	2-234	**770**	**600**	**400**				**1,770**
Brady Road Resource Management Facility - Landfill Gas Capture Expansion - Phase 2								
- External Debt	2-235		**1,600**		**1,800**			**3,400**
Brady Road Resource Management Facility - Master Plan Development	2-236	**400**						**400**
Summit Landfill Closure / Post-Closure	2-237	**330**						**330**
Total Solid Waste Disposal System - Landfill		**2,050**	**4,800**	**2,500**	**4,000**	**2,950**	**3,350**	**19,650**
Solid Waste Disposal System - Collection								
Financed by Solid Waste Disposal External Debt:								
Comprehensive Integrated Waste Management Strategy (CIWMS) - 4R Winnipeg Depots (Community Resource Recovery Centres)	2-238	**800**	**400**	**4,750**				**5,950**
CIWMS - Material Recycling Facility	2-239	**1,000**						**1,000**
Total Solid Waste Disposal System - Collection		**1,800**	**400**	**4,750**				**6,950**
TOTAL SOLID WASTE DISPOSAL SYSTEM		**3,850**	**5,200**	**7,250**	**4,000**	**2,950**	**3,350**	**26,600**
SPECIAL OPERATING AGENCIES								
WINNIPEG GOLF SERVICES								
Golf Course Improvements								
- Cash to Capital		**(23)**						**(23)**
- Golf Course Reserve		**23**						**23**
TOTAL WINNIPEG GOLF SERVICES	2-240							
TOTAL SPECIAL OPERATING AGENCIES								

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Appendix 13

Service Based Budget - Services By Policy Area

Service	Sub-Service
Infrastructure Renewal & Public Works	
Roadway Constr. & Maintenance	Bridge Constr & Maint
	Regl Streets Constr & Maint
	Local Streets Constr & Maint
	Regl Sidewalk Constr & Maint
	Local Sidewalk Constr & Maint
Transp. Planning & Traffic Mgmt	Transportation Plan & Design
	Traffic/Right of Way Mgt
Roadway Snow Rmvl & Ice Cont	Regl Streets Snow & Ice Removal
	Local Streets Snow & Ice Removal
	Sidewalk Snow & Ice Removal
	Parks & Facility Snow & Ice Removal
	Snow Disposal Sites
Public Transit	Regular Transit
	Handi-Transit
	Chartered & Special Events Transit
Water	Water Supply & Treatment
	Water Distribution
Wastewater	Wastewater Collection
	Wastewater Treatment
Land Drainage & Flood Control	Flood Control
	Land Drainage
Solid Waste Collection & Disp	Solid Waste Collection
	Solid Waste Disposal
Recycling & Waste Diversion	Recycling
	Waste Diversion
Parks & Urban Forestry	Park Grass Maintenance
	Park Amenity Maintenance
	Athletic Field Maintenance
	Park Pathway Maintenance
	Park Planning/Development
	Tree Planting
	Tree Pruning & Removal
	Dutch Elm Disease Control
	Weed Control
	Natural Areas Management
	Playground Management
	Winter Amenity Maintenance
	Boulevard Maintenance
City Beautification	Litter Collection
	Public Gardens/Landscaping
	OrnLight/Flags,Banners/PubArt
	Graffiti Control
	Regional Street Cleaning
	Local Street Cleaning
Fleet Management SOA	Fleet Management
Parking Authority SOA	Parking Facilities
	On Street Parking Enfrcmt
	On-Street Parking
Property & Development	
City Planning	Area Dev & Renewal Planning
	City-wide Long Range Planning
Neighbourhood Revitalization	Community Development
	Housing Initiatives
Dev Approvals, Bldg Permits & Inspections	Res Dev Approvals & Inspection
	Com Dev Approvals & Inspection
Economic Development	Economic Development
Heritage Conservation	Heritage Conservation
Property Asset Management	Municipal Accommodations
	Pool Facilities
	Arena Facilities
	Recreation Centres
	Community Centre Facilities
	Land and Property
Cemeteries	Cemeteries

Service	Sub-Service
Protection & Community Services	
Police Response	Police Response
	Contract Policing
	Crime Investigation
	Police Training
Crime Prevention	Community Policing
	Street Lighting
	Park Patrol
	Crime Prevention Initiatives
Traffic Safety & Enforcement	Traffic Safety-Automated
	Traffic Safety-Officer
	Traffic Safety-Division
Fire and Rescue Response	Fire & Rescue Response
	Fire Investigation
Fire and Injury Prevention	Fire & Injury Prev Education
	Fire Inspection
Medical Response	Medical Response
	Medical Transfers
Disaster Preparedness & Resp	Disaster Preparedness & Response
Recreation	Arenas
	Aquatics Programs
	Ice Skating
	Recreation Programs
	Casual Facility Use
	Community Centres
Golf Services SOA	Golf Courses
Community Liveability	Community Health Inspection
	Community By-law Enforcement
	Bicycle Recovery
	Citizen Crisis Response
	Social Grants
Libraries	Library Circulation
	Library Information
	Children's Library
Arts, Entertainment & Culture	Arts, Ent & Culture Grants
	Arts, Ent & Culture Events
	Museums
	Assiniboine Park Conservancy
Insect Control	Insect Control
Animal Services SOA	Animal Control & Care
Executive Policy	
Organizational Support Services	Chief Administrative Offices
	Communications
	Financial Management
	Human Resource Management
	Info Technology Management
	Legal Services
	Production Services
Assessment, Taxation & Corporate	Assessment and Taxation
	Corporate
Contact Centre - 311	Contact Centre - 311
Council Services	Auditing
	Mayor and Council
	Archives-City Clerks
	Elections-City Clerks
	Citizen Access and Appeals
	Council Support-City Clerks
	Executive Support

Winnipeg

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Preliminary Budget
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