Winnipeg

2016

PRELIMINARY BUDGET

Operating and Capital

Volume 2



City of Winnipeg

2016
Preliminary Budget
Operating and Capital
Volume 2

WINNIPEG, MANITOBA, CANADA

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

March 2, 2016

TO ALL MEMBERS OF COUNCIL

Preliminary 2016 Operating Budget and Financial Plan for 2017 and 2018 and Preliminary 2016 Capital Budget and 2017 - 2021 Five Year Forecast

Today we are pleased to table the 2016 preliminary operating and capital budgets.

This multi-year budget plan is based on citizens' priorities, including the feedback expressed and received through the budget consultation process last year which engaged 2,500 participants, and solicited a lot of input and feedback through the website and social media platforms.

Difficult choices have been necessary again in this budget. However, we believe this preliminary budget provides a disciplined and responsible approach that supports a growing, thriving city. We also believe through an open and collaborative budget process, the decisions we make can be more transparent and responsive than ever before.

Without a doubt, demands and expectations on the city budget remain high: improved roads, bridges, and sidewalks; safe, secure communities; improved transit services; and improved community centres and facilities.

However, revenue sources for the budget remain limited and antiquated, and the gap between revenues and expenditures continues to grow.

Notwithstanding these challenges, the 2016 preliminary operating and capital budgets are balanced. They maintain and invest in key services Winnipeggers have told us they need, while also investing in key infrastructure necessary to support a growing, modern city.

Winnipeggers have told us they want continued investment in road renewal and this budget delivers. The budget proposes to increase the 2016 regional and local street renewal program to $105.2 million. This level exceeds the record investment of $103.3 million last year. This budget also continues the plan to increase funding for regional and local street renewal through a dedicated revenue stream funded by a 1 per cent property tax increase for each. Together with the significant investment in the Waverley Street Underpass project budget of $155.1 million, total streets capital investment increased to $302.4 million in 2016 compared to $128.7 million in 2015. Recognizing the importance of infrastructure investment for a growing city,

this budget proposes that the Street Renewal Frontage Levy not be limited to funding maintenance costs in the operating budget. As such, the preliminary budget proposes that the frontage levy also be budgeted as dedicated funding for infrastructure renewal in the City's capital budget.

To reduce the tax burden on small business so that these dollars can instead be invested in jobs to power the economy, the City's business tax rate is proposed to decrease from 5.6 to 5.3 per cent in 2016. This budget enhances the small business tax credit program as well, proposing a full rebate of business taxes for businesses with an annual rental value of $32,220 or less. This will benefit nearly half of all Winnipeg businesses.

The focus on departmental efficiencies continues in this budget to ensure capital investment levels are sustainable for our modern city. Financial challenges will not be met without new and innovative approaches to improve efficiency, responsiveness and accountability in the delivery of services. This budget includes $1 million annually for an Innovation Capital Fund under the leadership of the Standing Policy Committee on Innovation. The successful launch of this program in 2015 included funding for a capital financial reporting system dashboard and a city wide automatic vehicle location system.

Progressive public transportation options are vital to a thriving community, and this budget provides a sustainable, multi-year funding plan to ensure sufficient dollars are budgeted for the City's payments for the Southwest Rapid Transitway. Beginning in 2016, a property tax increase of .33% each year for 10 years is being set aside to ensure we have the financial capacity to fund this project to completion.

Transit's budget includes increased investment in capital and increases in transit maintenance staff to keep up with fleet expansion, technological changes, emissions control work, and increasing needs to maintain and repair buses.

In addition, this budget proposes $2.5 million in 2016 for the provision of planning and design for future rapid transit corridors and associated works. The budget proposes capital investment for transit buses of $32.5 million in 2016 compared to the investment of $16.8 million in 2015. Additionally, the implementation of a Transit UPass, effective in the fall of 2016, will support the City's university students.

The proposed budget continues to ensure transit use remains affordable for riders. The tax-supported subsidy for Transit increases to $69.9 million in 2016, compared to a subsidy of $47.3 million in 2015, an increase of almost 48 per cent.

These budgets increase investments in key frontline services many Winnipeggers have told us they need. Proposed increases include the Winnipeg Police Service ($280.7 million), the Fire Paramedic Service ($190.1 million), the Public Works Department ($215.5 million) and the Community Services Department ($111.4 million). Proposed in 2016 is the continuation of the strong partnership with the Winnipeg Regional Health Authority in delivering the highly effective Community Paramedicine Program through enhanced training and resources for the Main Street Project as well the Emergency Paramedics in the Community (EPIC) program. Subject to funding confirmation from the Winnipeg Regional Health Authority, the preliminary budget proposes service improvements to the Community Paramedicine Program, including an expanded EPIC program.

The Water, Wastewater and Solid Waste Utility operations form a significant part of this budget. These budgets include environmental and legislative requirements as well as updated rate projections.

New and ongoing investments proposed in the 2016 operating budget include programs and expenditures that help build safer and stronger neighbourhoods and community amenities including:

- $150,000 for the Community Homeless Assistance Team (CHAT program)
- 2nd year of 5 year annual commitment of $150,000 to the United Way's Plan to End Homelessness
- Increase in Winnipeg Arts Council funding to $7 per capita
- $1 million annual contribution towards a $5 million commitment to support the Winnipeg Art Gallery - Inuit Art Centre
- $50,000 annually for 5 years for a New Research Chair in Municipal Infrastructure in conjunction with the University of Manitoba
- Aboriginal Youth Strategy funding of $1.75 million
- Transportation Management Centre
- Operating and capital support to the Assiniboine Park Conservancy (a $10.512 million operating grant and $6.092 million in capital grants)
- Conducting Civil Marriage Ceremonies at City Hall

Over the past many months we have come together to be a "City Hall that Works", and this budget continues these efforts through:

- Increased communications staff, including new positions for the Office of Public Engagement
- A new full - time French language services coordinator
- $250,000 to study and review smart growth funding options, including a regulatory growth fee
- Funding for a new Office of Integrity (Ethics) Commissioner

The City continues to be challenged by aging infrastructure and an infrastructure deficit estimated to be over $7 billion. The capital budget begins to address this by including one-time financing sources, specifically capital project surpluses and surplus amounts from the Land Operating Reserve, to augment the capital program. This allows debt to be used more strategically to finance large, intergenerational projects. The capital budget invests in infrastructure priorities of $2.9 billion over the next 6-years, including:

- Street and bridge projects - $965.7 million
- Public safety (Police and Fire Paramedic) investment - $110.8 million
- Community Services including libraries and recreation facilities - $104.8 million
- Transit - $218 million
- Active transportation facilities - $31.9 million
- Waterworks System - $190.2 million
- Sewage Disposal System - $1 billion, including the North End Sewage Treatment Plant - Nutrient Removal/Upgrade project. Negotiations with the other levels of government must continue in order to successfully complete this capital program.

Individual strategic capital investments include:

- $6 million in 2016 toward the City's $10 million Freedom Road commitment to add to the $4 million previously approved
- An increase of $75,000 for the City-wide Accessibility program to $425,000 each year
- Record level funding for local sidewalk renewal, an increase of $1.6 million in 2016 for a total of $2.4 million
- Doubling the Reforestation Improvements program in 2016, 2017 and 2018 by $383,000 to $766,000
- $100,000 for an off-leash dog park masterplan in 2016
- An increase of $500,000 for the Parks and Recreation Enhancement Program to $3.3 million each year
- $750,000 in 2016 toward a total commitment of $3 million for the 2017 Canada Summer Games

Municipalities are the level of government closest to the community and we must continue to prioritize how infrastructure dollars are spent within our jurisdiction and collaborate with other levels of government.

We are pleased federal and provincial governments support our priority capital projects like the Waverley Street Underpass the Southwest Rapid Transitway. The Government of Canada's recent commitment to prioritize municipal infrastructure spending and to make funding more flexible to the requirements of municipalities are steps in the right direction, which we welcome.

Provincially, we continue to work with other municipalities to underscore the importance of the provincial government providing municipalities a fair share and a fair say in how infrastructure dollars are spent in our communities.

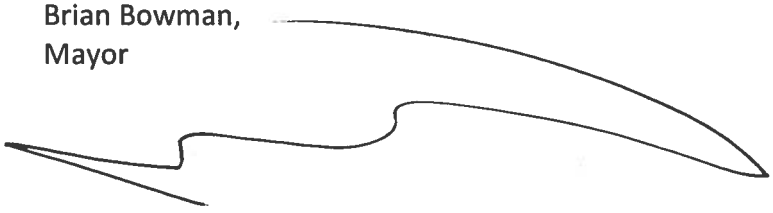
We do believe our collective path to success requires a new way for municipalities to pay for what we have now, and what we need in the future, and believe Council must continue to pursue new sources of revenue to support much needed City services and investments.

We now invite all citizens and Members of Council to continue the discussion to finalize the preliminary 2016 operating and capital budgets and the 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 2016-2018 Preliminary Operating Budget be approved:

   A. i. That the 2016 Preliminary Operating Budget, including the budgets for reserves (Appendix 3), be reviewed and submitted to Council for approval; and

      ii. That the 2017 and 2018 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 decreased from 13.682 to 12.766 in 2016, to reflect the general assessment, adjusted for new assessable properties, and for the purpose of raising revenue as required for the annual operating budget.

      Note: This mill rate of 12.766 in 2016 includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, a 1% property tax increase dedicated to the renewal of regional streets and sidewalks, and a .33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project, for a total property tax increase of 2.33%.

   C. i. That the City's business tax rate be decreased from 5.6% to 5.3% in 2016; 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 $32,220 or less in 2016.

   D. That the combined uniform rate for the Street Renewal Frontage Levy be increased from $4.35 per frontage foot to $5.45 per frontage foot. The increase in the rate per frontage foot is 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 8), levies, and transfers between funds outlined in the 2016 Operating Budget be approved.

   F. That any budget impact resulting from Council approval of the 2016 to 2018 Water and Sewer Rates report be included in the adopted budget.

   G. That the Winnipeg Police Board request the Winnipeg Police Service to review the implementation of a 911 fee and report back to Council.

H. That a transfer from the General Purpose Reserve Fund to the General Revenue Fund be made in 2016 based on the balance in the General Purpose Reserve Fund after the year end surplus is transferred, to a maximum of $16.3 million. If the reserve balance is not sufficient to make the $16.3 million transfer, any shortfall will be addressed during 2016.

I. That a transfer from the Financial Stabilization Reserve Fund to the General Revenue Fund be made in 2016 based on the balance in the Financial Stabilization Reserve Fund after year-end adjustments to a maximum of $5 million.

J. That the General Revenue Enterprises Fund be closed effective January 1, 2016 on a budget neutral basis, and that a report come forward to the Standing Policy Committee on Finance outlining implications of this initiative, including any ongoing operations.

K. That further to the 2015 operating budget approval on March 23, 2015, as subsequently amended by Council decision ("Funding Plan for Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass") on November 25, 2015, and subject to confirmation satisfactory to the Chief Administrative Officer of funding from the Province of Manitoba in the amount of $1.7 million per year commencing in 2016 on terms and conditions satisfactory to the Chief Administrative Officer, Council amend the 2015 Operating Budget Recommendation 1.N.(iv) to read as follows:

"That the funding source from the City be a combination of:

- The dedicated property tax revenue transferred from the General Revenue Fund,
- an annual transfer of $1.7 million per year from the Transit System Fund starting in 2016, and
- an annual grant from the Province starting in 2020."

L. That the following with respect to the Assiniboine Park Conservancy (APC) in 2016 be approved:

i. A loan guarantee for operational cash flow management purposes in an amount not to exceed $500,000.

ii. The City's loan guarantee of APC's non-revolving term loan facility ($9,610,000 outstanding), which expires on December 31, 2016, be extended to December 31, 2018. This guarantee facilitates the ongoing collection of charitable donation pledges which are the source of repayment for the loan facility.

iii. The Chief Financial Officer be delegated the authority to negotiate and approve the terms and conditions of the loan guarantee and all supporting documentation.

M. That Council include in the 2017 projections an operating grant to the Louis Riel School Division (in trust for Dakota Alumni Field) of $350,000 in support of the Alumni Field Capital Campaign (Dakota). The applicable grant application will be required from the proponent. This is in addition to the $600,000 in support approved in the 2015 budget (recommendation 1.T.) from proceeds of the City/ Qualico River Park South Joint Venture, subject to the proponent providing confirmation of at least matching funding from sources external to the City of Winnipeg.

N. That Council include in the 2017 and 2018 projections, grants to the University of Winnipeg of $200,000 each year for the "united@winnipeg" youth service summer pilot project. The applicable grant application will be required each year from the proponent.

O. That prior to payment of any grant monies approved in the 2016 operating budget, the City enter into, execute and deliver grant agreements with each grant recipient, and that the Chief Financial Officer be authorized to negotiate and approve the terms and conditions of each grant agreement in accordance with the budgetary approval and such other terms and conditions deemed necessary by the City Solicitor / Director of Legal Services to protect the interests of the City.

P. That Council enact the attached amendment to the Expenditures Before Budget Adoption By-law No. 8164/2002, which specifies that "operating expenses of the City" that includes authority for the Chief Financial Officer to approve payment in advance of annual approval of the City's operating budget of up to 60% of the annual operating grants to the General Council of Winnipeg Community Centres and community centres funded by the City.

Q. That the Chief Administrative Officer be delegated the authority, for departmental units under his authority, to transfer funds and/or budgets between departmental units to reflect administrative structure changes made by the Chief Administrative officer and that the City Organizational By-law No. 7100/97 be amended accordingly.

R. 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, Council's approval of decisions with budget implications, as well as corporate cost reduction measures, including innovation savings, on a budget neutral basis.

S. 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.

CAPITAL BUDGET RECOMMENDATIONS

2. That the following recommendations with respect to the 2016 Preliminary Capital Budget and 2017 to 2021 Five Year Forecast be approved:

   A. i. That the 2016 Preliminary Capital Budget totaling $1,178,680 requiring new borrowing authority of $78.132 million for tax-supported operations, and $603.550 million for Utility operations, including the Transit Fund, be reviewed and submitted to Council for approval; and

   ii. That the 2017 to 2021 Five Year Capital Forecast be reviewed and submitted to Council for adoption in principle.

   B. That external borrowing authority of $16,500,000 for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project be approved in replacement of $16,500,000 of debt previously approved as part of the Public Private Partnership. This amount is included in the borrowing authority in recommendation 2.A.i above.

   C. That the $1 million Innovation Capital Fund be extended to each year of the capital program (2016 to 2021) in order to facilitate investment in new and innovative ideas for efficiencies, improved service, accountability and responsiveness of City operations.

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

Year	$ Millions
2016	76.228
2017	78.778
2018	80.278
2019	70.778
2020	72.778
2021	74.778

   Note: This includes incremental cash to capital invested in the Regional Streets Renewal program in the amount of $11 million in 2016, and anticipated amounts of $11 million in 2017, and $11.5 million in 2018 (when these investments are combined with the $6.5 million in 2015, a total of $40 million has been invested).

   E. That $11.6 million in prior years' tax supported cash to capital surplus identified in the 2015 capital closing review (Appendix 5D), due to projects coming under budget, be utilized as a financing source in the 2016 capital budget and 2017 forecast.

F. That a transfer from the Land Operating Reserve Fund to the General Capital Fund be made in 2016 to a maximum of $4.9 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 $4.9 million transfer cannot be made, any shortfall will be addressed during 2016.

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

H. That amendment to previous years' capital budget authorizations as outlined in Volume 3, Appendix 9 be approved.

I. That Council authorize the expenditure of up to $3.8 million for Recreation Facility Replacement - New Infrastructure in 2016 or prior to the adoption of the 2017 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 Waverley West community campus.

J. That Council authorize the expenditure of up to $250,000 for the St. James Civic Centre in 2016 or prior to the adoption of the 2017 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 planning work for the St. James Civic Centre project and to confirm a class 3 estimate.

K. That Council enact the attached amendment to the Expenditures Before Budget Adoption By-law No. 8164/2002, which authorizes expenditure of up to 30% of the annual lease payments prior to the adoption of the annual capital budget, in the event the capital budget is adopted after December 31, as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate making the required contractual monthly lease payments for the City's P3 projects. This authorization currently applies to the following projects, Disraeli Bridge and Overpass Facility, Chief Peguis Trail – Henderson Highway to Lagimodiere Boulevard, and the East District Police Station and annual amounts are included in the respective capital detail sheets.

L. That Recommendation two of the report entitled "Capital Integration Project – Southwest Transitway (Stage 2) and Pembina Highway Underpass" dated May 9, 2014, approved by Council on June 25, 2014, be amended to add the following language at the end of such recommendation:

"and that such delegation to the Chief Administrative Officer include all necessary power and authority to:

i. identify the Preferred Proponent in accordance with the Request for Proposal (RFP No. 201-2014 B); and
ii. award the Project to the Preferred Proponent."

M. That the City deliver and perform the agreement to Design, Build, Finance, (Operate) and Maintain the City of Winnipeg's Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass (the "Project Agreement") and all such other agreements ancillary to the Project Agreement as deemed necessary by the City Solicitor/Director of Legal Services (the "Ancillary Agreements"), and that authority be delegated to the Chief Administrative Officer to approve the terms and conditions of, and deliver, the Project Agreement and all Ancillary Agreements.

N. That Council authorize the Community Centre Renovation Grant Program (CCRGP) to interim finance up to $167,000 for a funding shortfall in 2016 for the Garden City Community Centre Seven Oaks Arena project and that future negotiations with the Province of Manitoba establish repayment of this amount from the 2017 Manitoba Winnipeg Infrastructure Agreement (MWIA) funding and that the Chief Financial Officer be authorized to negotiate and approve the terms and conditions of any agreements required to implement the intent of the foregoing.

O. That the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project be updated to reflect confirmed P3 Canada funding of up to $137.3 million.

P. 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.

Q. That unutilized borrowing authority in the Sewage Disposal Utility of $58.429 million be cancelled as follows:

By-Law Number	**$000s**
183/2004	4,025
32/2007	600
219/2007	17,375
23/2013	19,858
5/2015	16,571
Total	**58,429**

R. 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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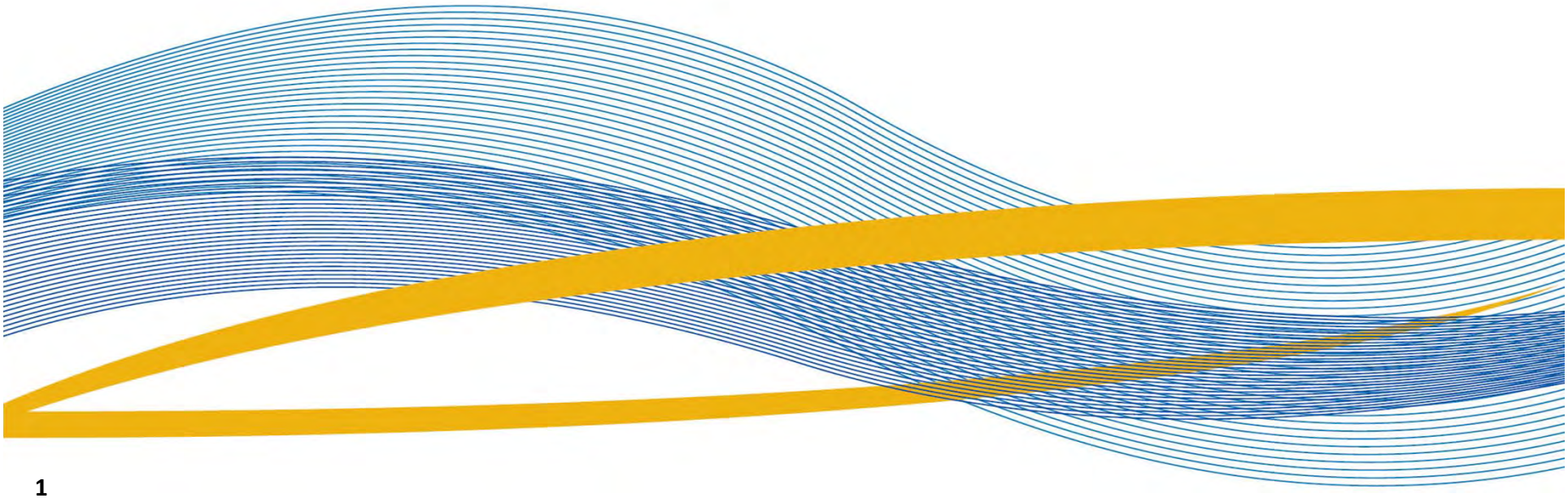
2016 Preliminary Operating and Capital Budgets

March 2, 2016



2016 Budget Process

- Budget Consultation – Public Engagement
- Multi-Year View
- Standing Policy Committee Review
- Council Debate and Adoption



Winnipeg

Overview

- Budget Priorities
- Preliminary Operating Budget
- Preliminary Capital Budget
- Future Budget Challenges



Winnipeg

2016 Budget Priorities

- Record Street Investment
- Public Transportation
- Investing in Safer, Stronger Neighbourhoods and Community Amenities
- Innovation and Efficiencies



Sturgeon Creek Walkway passes under the new Sturgeon Bridge.

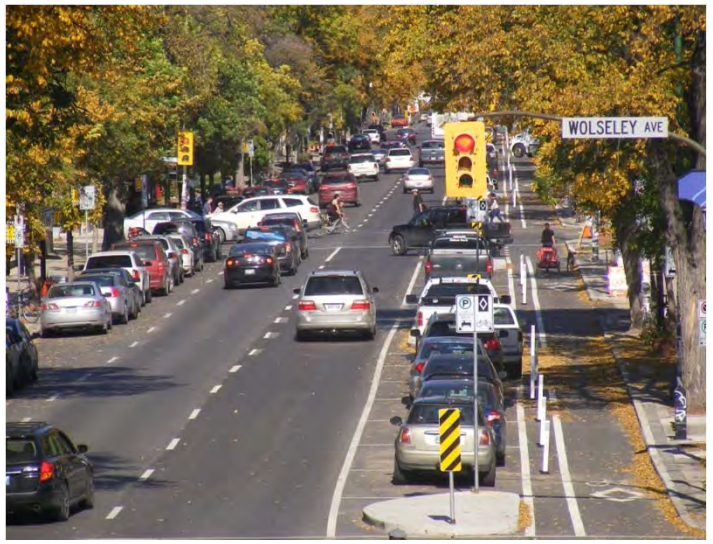
2016 – 2018
Preliminary Operating Budget

Ice skating at the Peguis Pavilion Pond.



2016 Highlights

- Annual 2% property tax increase dedicated to capital (1% to each of Regional and Local Street Renewal Programs)
- .33% property tax increase dedicated for future payments for the Southwest Rapid Transitway (Stage 2)
- Combined 2.33% property tax increase

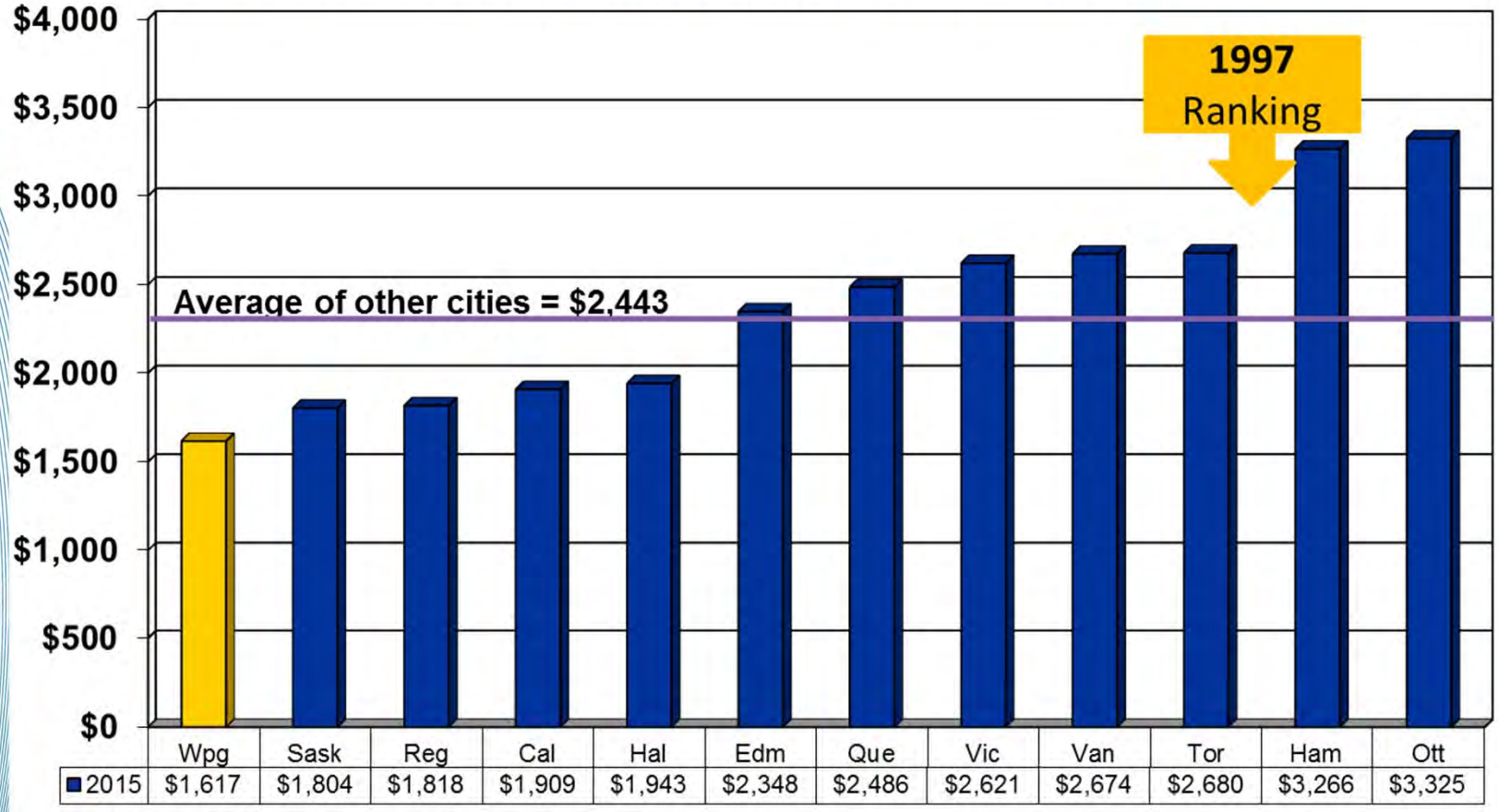


Sherbrook Street with parking-protected bike lane

Winnipeg

2015 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	Sask	Reg	Cal	Hal	Edm	Que	Vic	Van	Tor	Ham	Ott
2015	$1,617	$1,804	$1,818	$1,909	$1,943	$2,348	$2,486	$2,621	$2,674	$2,680	$3,266	$3,325

For the year 2015, Municipal portion only

Source: Prepared by City of Winnipeg using derived information

Note: Regina, Calgary, Quebec and Victoria are derived using 2014 average home property tax as the base to calculate 2015

Property Tax Changes in Cities

	Cumulative 1999 to 2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Cumulative 1999 to 2015	2016
Vancouver	28.7%	8.0%	1.2%	5.8%	2.0%	2.0%	2.8%	2.0%	1.9%	2.4%	56.8%	2.3%
Edmonton	30.3%	5.0%	7.5%	7.3%	5.0%	3.9%	5.4%	3.3%	4.9%	5.7%	78.3%	3.4%
Calgary	30.0%	2.6%	4.5%	5.3%	4.8%	5.0%	6.0%	5.5%	5.0%	4.5%	73.2%	3.5%
Saskatoon	24.0%	4.8%	5.4%	2.9%	3.9%	4.0%	4.0%	5.0%	7.43%	5.34%	66.8%	3.96%
Regina	16.9%	3.9%	2.8%	0.0%	4.0%	4.0%	3.9%	4.5%	5.9%	3.9%	49.8%	3.3%
Winnipeg	-6.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.9%	2.95%	2.3%	6.7%	2.33%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 6.7%.

* Proposed

Source: Cities' websites

Winnipeg

Average Home Assessed at $288,190 in 2016



	2015	2016	Change	
Municipal property taxes (excludes school taxes)	$1,618	$ 1,656	$ 38	2.33%

Winnipeg

2016 HIGHLIGHTS

Fueling the Economy

- Business Tax rate reduced from 5.6% to 5.3%
- Expansion of the Small Business Tax Credit program
- Rebate of municipal business taxes for businesses that have a rental value of $32,220 or less in 2016 ($30,000 in 2015)
  - Impacts 48% of all businesses
  - Approximately 5,900 businesses will benefit

Winnipeg

2016 HIGHLIGHTS

Dedicated Funding Plan for Capital Street Renewal

- 2% of property tax increase funds reserves solely dedicated to the renewal of regional and local streets, back lanes and sidewalks in the capital program
- $11 million in departmental savings/efficiencies have been reinvested in regional street renewal through incremental cash to capital
- Frontage levy also budgeted in bridge renewal capital program



Downing Street curb and gutter replacement

2016 HIGHLIGHTS

2016 Street Renewal Capital Program

- Total Regional and Local Street Renewal Program - **$105.2** million
  - $103.3 million in 2015
  - $84.2 million in 2014
- Regional Streets
  - Enhanced program - $18.4 million
  - Regular program - $27.7 million
- Local Streets
  - Enhanced program - $19.4 million
  - Regular program - $39.7 million
- 2012 Total Program $30.9 million



Kenaston Extension

2016 HIGHLIGHTS

Dedicated Funding for Streets Maintenance

- Street Renewal Frontage Levy
  - Increase to $5.45 per frontage foot from $4.35
  - $3.2 million increase for operating maintenance
  - $10 million for capital bridge renewal program
- Annual impact on a 50-foot lot is $55



Nairn Overpass construction

HIGHLIGHTS

Southwest Rapid Transitway/Pembina Highway Underpass Project

- Multi-year funding plan, including a tax increase of .33% for ten years beginning in 2016 consistent with Council's 2015 plan.
- A previously planned one-time transit fare increase of 5 cents over and above the regular fare increase will not be implemented. The Province will instead cost-share an annual transfer to the bus replacement reserve enabling $1.7 million to be dedicated annually toward the project.
- 2020 – the first annual P3 payment will be required and is budgeted in the capital forecast.



Southwest Rapid Transitway

HIGHLIGHTS

Transit Investments

- Operating expenditure of $200.4 million in 2016 ($174.8 million in 2015) for an increase of 14.6%.
- City of Winnipeg Transit subsidy of $69.9 million in 2016 ($47.3 million in 2015) for an increase of 47.8%.
- Transit UPass – fall of 2016



Transit bus servicing Route 10 - St. Boniface-Wolseley

Winnipeg

HIGHLIGHTS

Transit Investments

- Increased investment includes:
  - flow through of transfers for rapid transit,
  - investment in cash to capital,
  - maintenance staff for bus fleet expansion, technological changes, emissions control work and mounting needs in the bus repair shop.



Osborne Station - Southwest Rapid Transitway

Winnipeg

2016 HIGHLIGHTS

Investing in Safer, Stronger Neighbourhoods and Community Amenities

- $150,000 for the Community Homeless Assistance Team (CHAT program)
- 2nd year of 5 year annual grant of $150,000 to the United Way's Plan to End Homelessness
- Increase in Winnipeg Arts Council Funding to $7 per capita
- $1 million of $5 million commitment to support the Winnipeg Art Gallery - Inuit Art Centre

Winnipeg

2016 HIGHLIGHTS

Investing in Safer, Stronger Neighbourhoods and Community Amenities

- Aboriginal Youth Strategy funding at $1.75 million
- Operating and capital support to Assiniboine Park Conservancy
  - $10.512 million operating grant
  - $6.092 million in capital grants
- 2017 Canada Summer Games funding at $750,000, toward a total $3 million commitment

WINNIPEG JEUX DU CANADA GAMES 2017

2016 HIGHLIGHTS

Investing in Safer and Stronger Neighbourhoods - Public Safety

- Winnipeg Police Service - $280.7 million an increase of $16.7 million or 6.32%
- Fire Paramedic Service - $190.1 million an increase of $11.8 million or 6.63%
- Investment in public safety comprises 44.6% of the total tax supported budget



Public Safety Emergency Response units

Winnipeg

2016 HIGHLIGHTS

Investing in Safer and Stronger Neighbourhoods – Fire Paramedic Service

- Community Paramedic program expansion which will further enhance service provision to vulnerable populations
  - Enhanced training program for Community Paramedicine
  - Addition of resources and equipment for the Main Street Project (7 FTEs)
  - Expansion of the Emergency Paramedics in the Community (EPIC) Program (17 FTEs)
    - Pilot with 1 unit started in 2013 proposed to expand to 5 units
- Subject to WRHA Funding confirmation



Community Paramedic records patient care at Main Street Project

2016 HIGHLIGHTS

A City Hall that Works

- Investment into public communications, including new positions for the Office of Public Engagement
- Funding for a new full-time French language services coordinator
- $250,000 to study and review smart growth funding options, including a regulatory growth fee
- Funding for a new Office of Integrity (Ethics) Commissioner



HIGHLIGHTS

Innovation and Efficiencies

- Embedding the $1 million Innovation Capital Fund annually to facilitate investment in new and innovative ideas for immediate and future savings
  - To fund the best ideas for improved efficiency, service delivery, accountability and responsiveness in City operations after a successful launch in 2015
- $50,000 for 5 years for a new Research Chair in Municipal Infrastructure

Winnipeg

2016 HIGHLIGHTS

Innovation and Efficiencies

- Transportation Management Centre
- Civil marriage ceremonies at City Hall
- Ongoing departmental review and analysis
  - Innovation savings of $2.7 million
  - City-wide vacancy management savings target of $20.9 million



Transportation Management Centre - Camera and modem installation

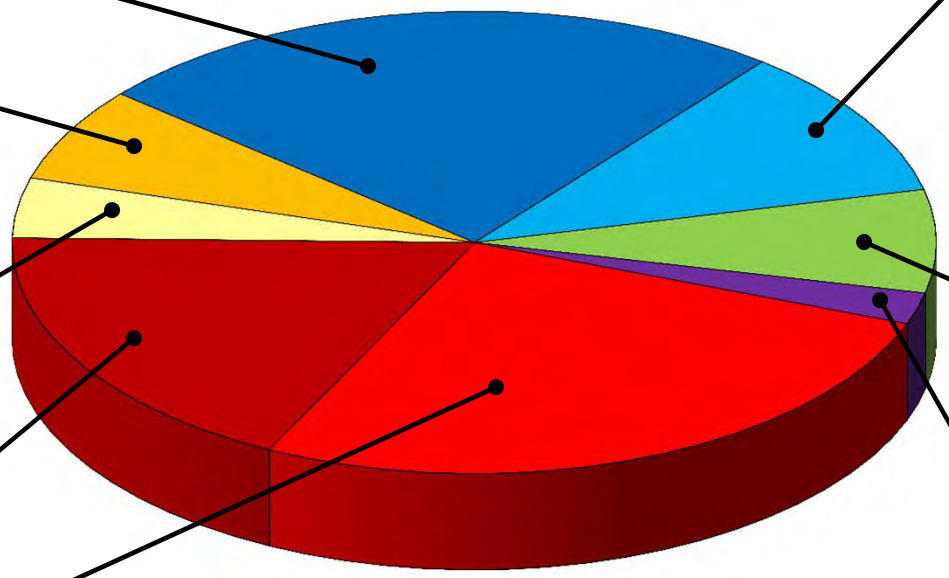
Winnipeg

Tax Supported Operating Budget

In Millions of $	2015 Adopted Budget	2016 Preliminary Budget
REVENUE		
Property Taxes	$ 529.2	$ 549.3
Business Taxes	58.4	57.3
Other	406.5	447.4
TOTAL REVENUE	**$ 994.1**	**$ 1,054.0**
EXPENDITURES		
Departmental	$ 947.2	$ 981.4
Corporate	46.9	72.6
TOTAL EXPENDITURES	**$ 994.1**	**$ 1,054.0**
SURPLUS / (DEFICIT)	$ -	$ -

Winnipeg

How is the Money Spent in the Operating Budget?



Street System, Solid Waste Collection, Land Drainage, Street Lighting and Insect Control
$258.9 million
24.6%

Transit Subsidy
$69.9 million
6.6%

Property, Development, Planning, Permits and Buildings
$44.3 million
4.2%

Fire Paramedic Service
$190.1 million
18.0%

Police Service
$280.7 million
26.6%

Community Services (e.g. Libraries, Recreation Services, Assiniboine Park Conservancy)
$111.4 million
10.6%

Organizational Support/Other (Information Technology, Human Resources, Finance, Assessment, Chief Administrative Offices, Legal, Corporate)
$75.6 million
7.2%

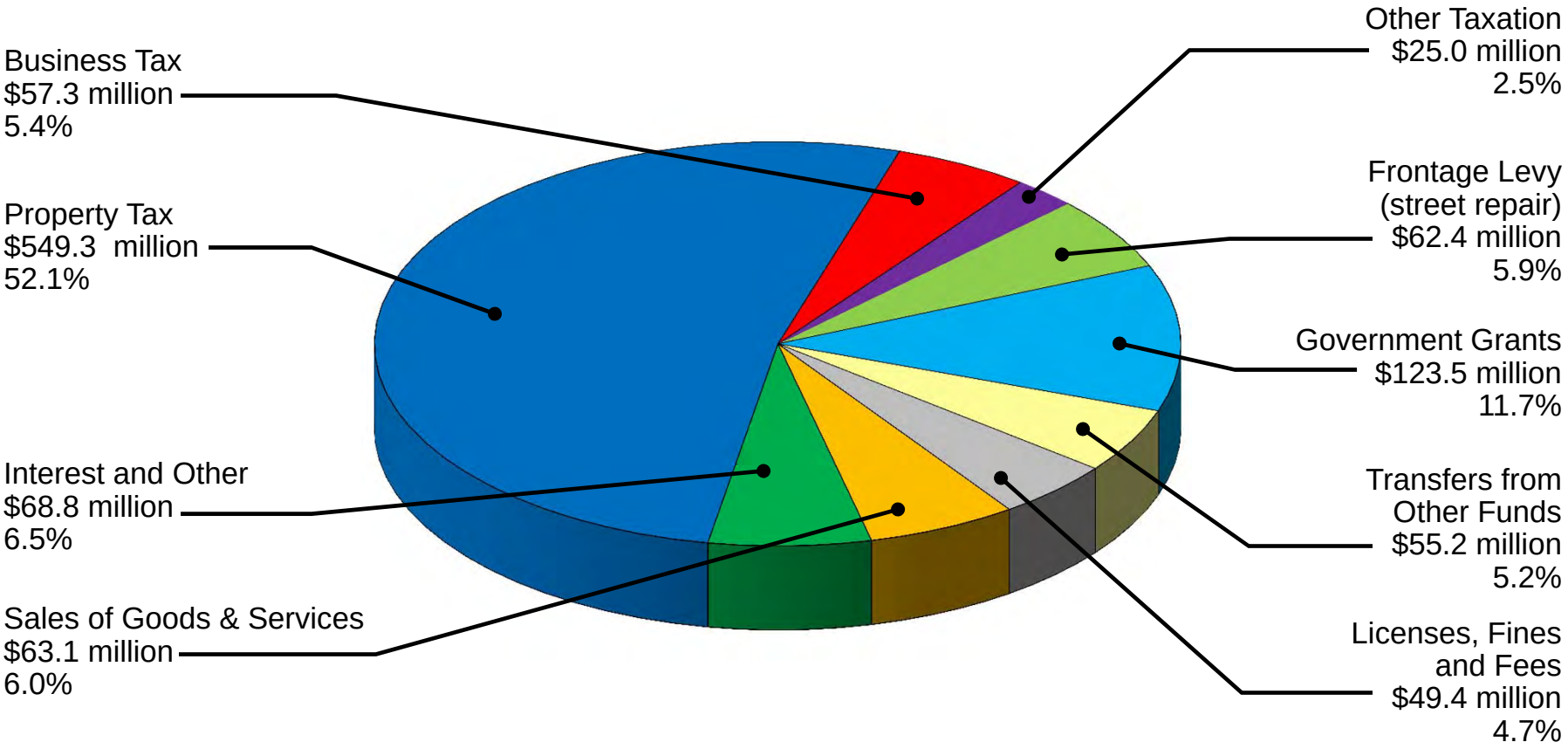
City Clerks, Mayor and Council, Office of Policy and Strategic Initiatives, Museums, Audit
$23.1 million
2.2%

2016 Preliminary Operating Budget - $1,054 million

Tax Supported

Winnipeg

Where does the Money Come From in the Operating Budget?



2016 Preliminary Operating Budget - $1,054 million

Tax Supported

Winnipeg

Utility Operations

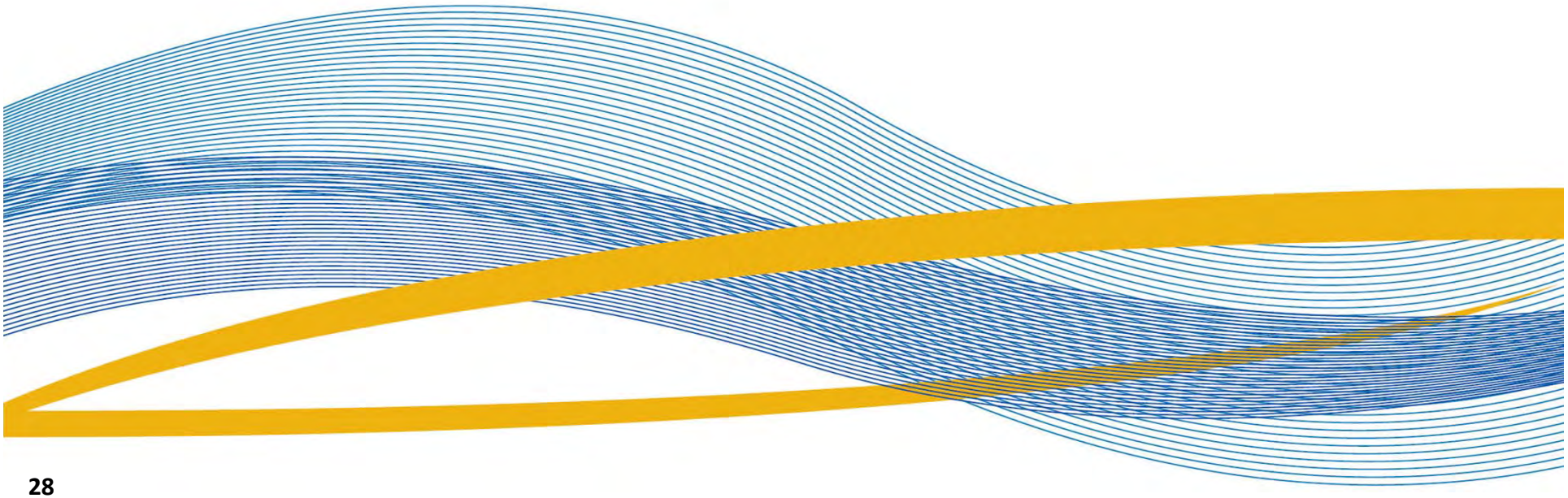
In Millions of $	2015 Adopted Budget	2016 Preliminary Budget
TOTAL REVENUE	**$ 568.2**	**$ 600.4**
EXPENDITURES		
Sewage Disposal	$ 135.0	$ 146.0
Solid Waste Disposal	38.8	40.1
Waterworks	99.6	111.1
Transit	174.8	200.4
Municipal Accommodations	85.7	75.1
TOTAL EXPENDITURES	**$ 534.0**	**$ 572.8**
SURPLUS*	$ 34.2	$ 27.6

* Some utilities maintain a retained earnings/working capital balance

Winnipeg

2016 Preliminary Capital Budget

And 2017 to 2021
Five Year Capital Forecast



Capital Budget Context

The City is challenged by aging infrastructure and the infrastructure deficit

This capital budget responds by:

- Strategic use of debt for inter-generational capital projects
- Effective 2016, shifting one-time financing sources from inclusion in the operating budget to augmenting the capital program:
  - Prior years' tax-supported capital surplus identified in the 2015 capital closing review ($11.6 million)
  - Surplus transfer from the Land Operating Reserve ($4.9 million in 2016 and $1.7 million in each year of capital forecast)
- Partnerships with other levels of government to fund priority projects

Winnipeg

HIGHLIGHTS

Strategic Tax-Supported Capital Investments

- **Local sidewalk renewal** - record level funding in 2016, an increase of $1.6 million for a total of $2.4 million
- **City-wide Accessibility Program** - an increase of $75,000 to $425,000 each year
- **Reforestation Improvements Program** - doubled in 2016, 2017, 2018 by $383,000 to $766,000
- **Parks and Recreation Enhancement Program** - an increase of $500,000 to $3.3 million each year
- **Off-leash dog park masterplan** - $100,000 in 2016



Pacific Avenue - sidewalk replacement

HIGHLIGHTS

Utility Financed Investments - 2016

- $6 million toward the City's $10 million Freedom Road commitment ($4 million previously approved)
- Watermain renewals - $19 million
- North End Sewage Treatment Plant – nutrient removal / upgrade - $651.4 million
- Combined Sewer Overflow and Basement Flood Management Strategy - $12.7 million
- Sewer Renewals - $16.9 million



Freedom Road pile installation
(photo courtesy of Graeme Loeppky, Dillon Consulting)

Winnipeg

HIGHLIGHTS

6-Year Street Program (2016 – 2021)

- Renewal
  - Regional Streets - $274.8 million
  - Local Streets - $359.3 million
- Bridges and grade separations - $254.5 million
  - Including Waverley Street Underpass - $155.1 million
- Total streets program
  - $997.6 million



Pacific Avenue – pouring concrete road slab

HIGHLIGHTS

6-year Capital Investment Plan of $2.9 billion

- $110.8 million for public safety (police and fire paramedic services)
- $104.8 million for community services including libraries and recreation facilities
- $218 million for the transit system
- $29.6 million for the solid waste disposal system
- $190.2 million for the water system
- $1 billion for the sewage disposal system



Sewer lining installation

HIGHLIGHTS

6-year Capital Investment Plan of $2.9 billion

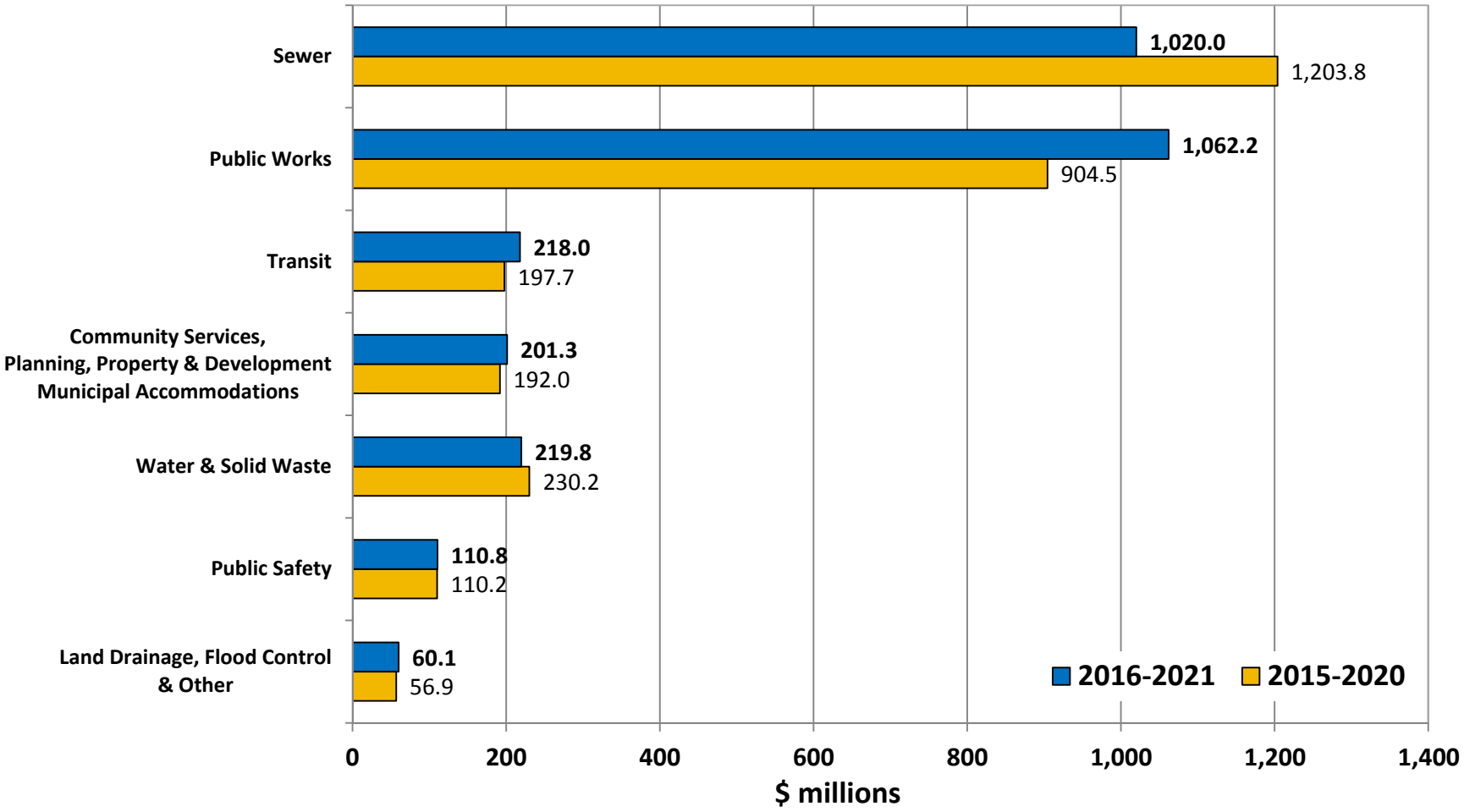
- $31.9 million for active transportation facilities
- $46.6 million for Parks and Open Spaces
- $96.5 million for community and municipal facilities including pools and arenas
- $28.8 million for land drainage and flood control



Bike path passes transit station.

CAPITAL PROJECTS

2016 – 2021 Authorizations



Excludes P3 payments

Debt Strategy - Purpose

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



Debt Strategy - Best Practices

- **Sustainability/Debt Capacity**

  The ability to sustain debt service costs over the long-term

- **Affordability**

  The ability to pay debt service costs as well as life cycle costs to maintain the asset

- **Flexibility**

  The ability to respond to emerging capital needs

Winnipeg

Debt Strategy - Credit Rating

Standard and Poor's – AA/Stable/since January 2003 (Reaffirmed November 2013)

- **Moody's – Aa1 since November 2006**
  - In August 2014, Moody's affirmed the Province of Manitoba's credit rating at Aa1 with an outlook of negative from stable.
  - Reflecting the Province of Manitoba's outlook, The City of Winnipeg's rating outlook was downgraded from stable to negative.

- **The City's credit rating has benefited from:**
  - Disciplined financial planning and a proven track record of operating surpluses.
  - A stable and diverse economy.
  - Stable and predictable revenue sources (property taxes and user fees).

Winnipeg

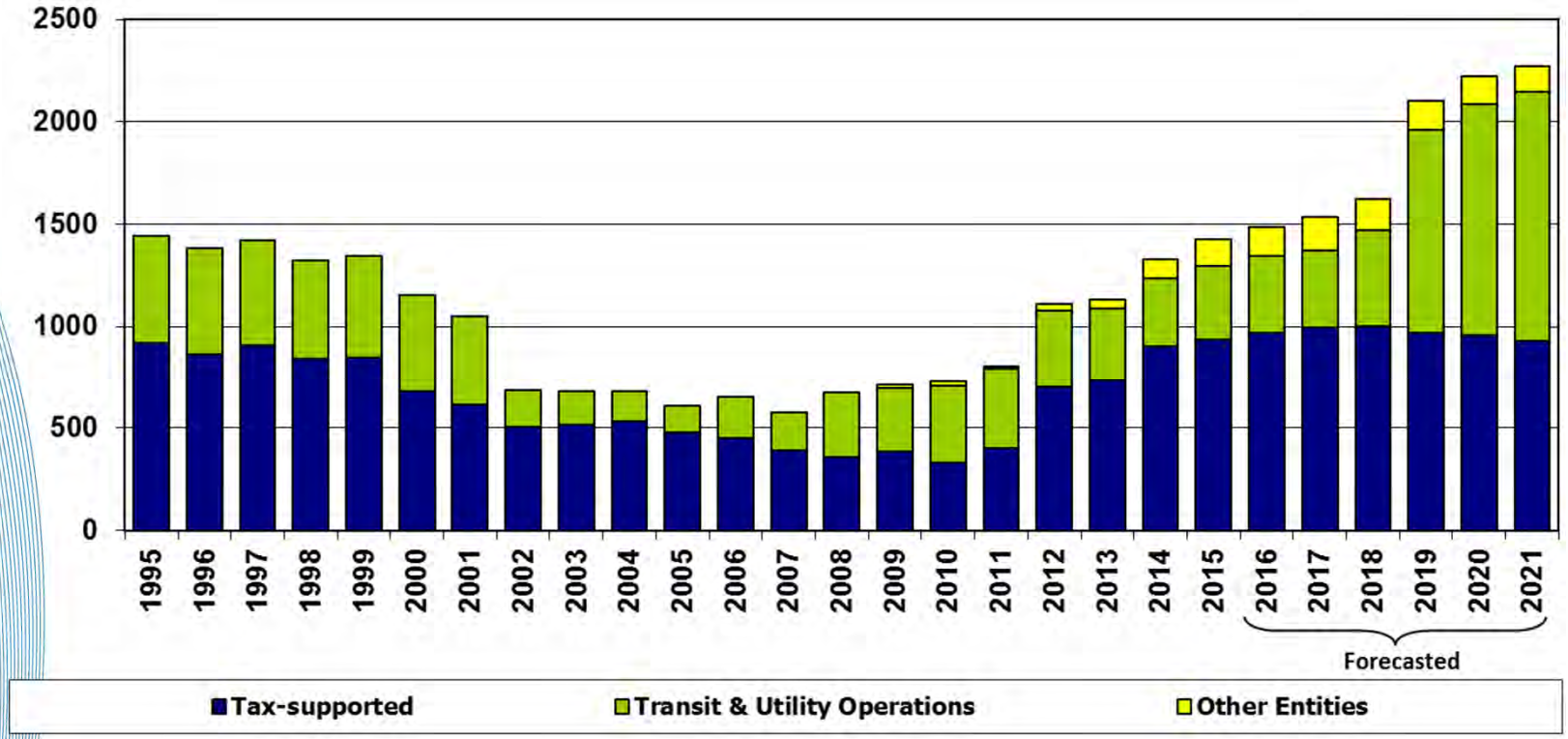
Debt Strategy

- Council, on October 28, 2015 revised the City's debt strategy which includes maximum debt limits

- The new limits will enable the City to borrow approximately $250 million to fund priority inter-generational projects

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

Future Budget Challenges

In Millions of $	2016 Preliminary Budget	2017 Projection	2018 Projection
REVENUE			
Property Taxes	$ 549.3	$ 564.8	$ 584.5
Business Taxes	57.3	57.0	56.7
Other	447.4	432.7	436.6
TOTAL REVENUE	**$ 1,054.0**	**$ 1,054.5**	**$ 1,077.8**
EXPENDITURES			
Departmental	$ 981.4	$ 1,027.6	$ 1,058.3
Corporate	72.6	78.6	101.4
TOTAL EXPENDITURES	**$ 1,054.0**	**$ 1,106.2**	**$ 1,159.7**
SURPLUS / (DEFICIT)	$ -	$ (51.7)	$ (81.9)

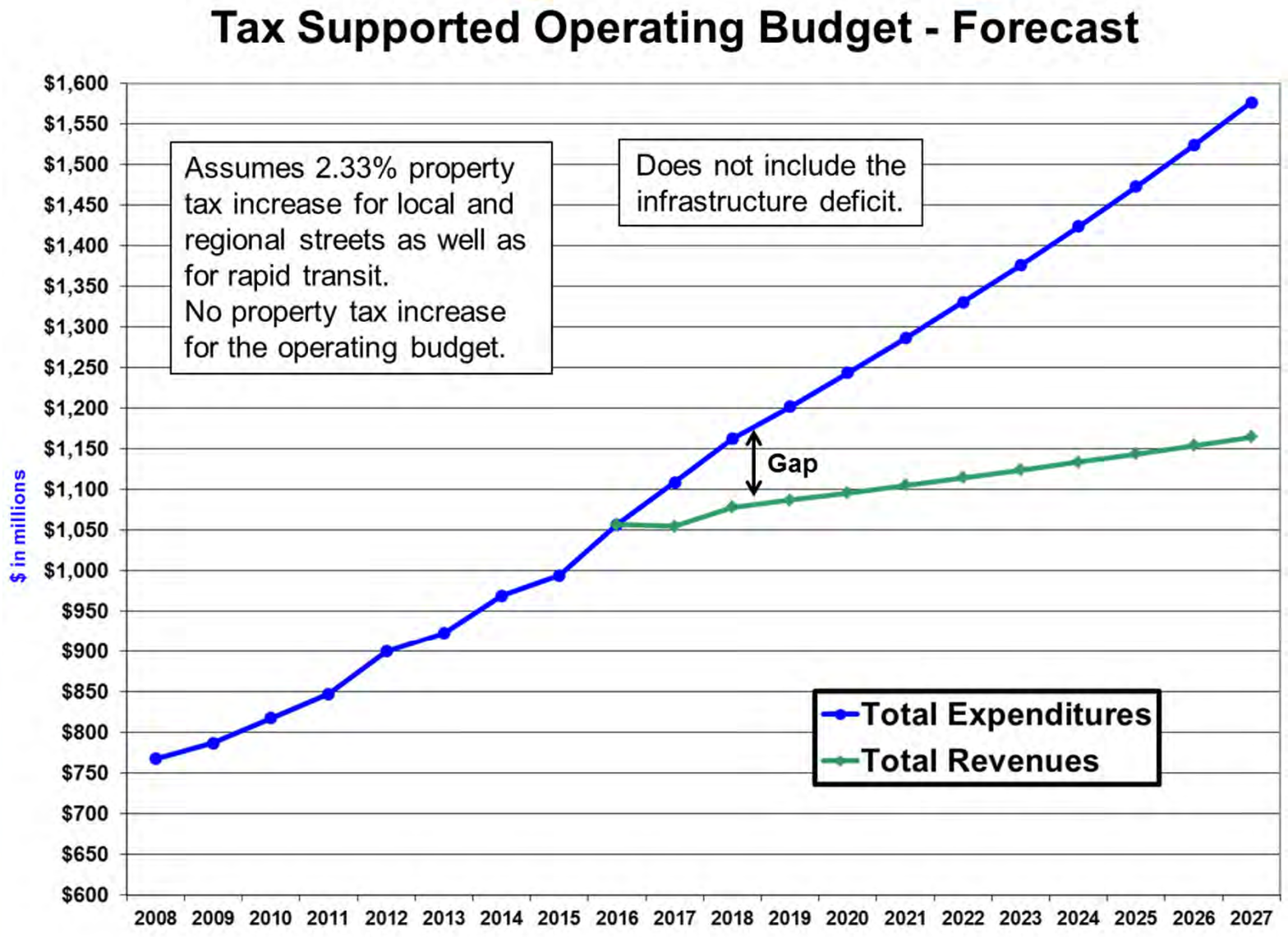
Winnipeg

Future Budget Challenges

- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable.
- The City's tax supported budget has 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.
- Declining Liquidity

Winnipeg

Future Budget Challenges



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Budget Process

STEP 1

Public Consultation

- A public budget consultation process was undertaken for the 2016 budget. The 2016 Budget Consultation process allowed citizens to provide feedback through various online tools, including electronic kiosks located in public facilities, and in-person options. 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 Committee reviews the part of the budget related to its jurisdiction:
  - Infrastructure Renewal and Public Works,
  - Water and Waste,
  - Riverbank Management and the Environment,
  - Property and Development, Heritage and Downtown Development,
  - Protection, Community Services and Parks, and
  - The Winnipeg Police Board
- 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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2016 Preliminary Operating Budget - All Services

Tax Supported, Utilities and SOAs

Page #	Services (millions of $)	2016 Preliminary Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
3	Roadway Construction and Maintenance	65.626	93.906	(28.280)	232
7	Transportation Planning and Traffic Management	2.416	21.872	(19.456)	166
10	Roadway Snow Removal and Ice Control	0.185	33.523	(33.338)	137
13	*Public Transit*	200.410	200.410	-	1,562
	Public Transit - Subsidy	-	69.919	(69.919)	
16	City Beautification	0.096	17.071	(16.975)	123
19	*Fleet Management (SOA)*	50.544	50.776	(0.232)	136
21	*Parking Authority (SOA)*	16.814	17.068	(0.254)	59
	Infrastructure Renewal and Public Works	336.091	504.545	(168.454)	2,415
	Water and Waste, Riverbank Management and the Environment				
23	*Water*	114.754	111.079	3.675	414
26	*Wastewater*	166.756	146.024	20.732	410
29	Land Drainage and Flood Control	10.472	11.353	(0.881)	25
32	Solid Waste Collection	1.081	19.928	(18.847)	12
34	*Solid Waste Disposal*	17.253	12.909	4.344	41
37	*Recycling and Waste Diversion*	26.083	27.222	(1.139)	66
	Water and Waste, Riverbank Management and the Environment	336.399	328.515	7.884	968
	Property and Development, Heritage and Downtown Development				
41	City Planning	0.003	1.908	(1.905)	16
44	Neighbourhood Revitalization	1.143	9.028	(7.885)	28
47	Development Approvals, Building Permits and Inspections	24.758	17.682	7.076	200
50	Economic Development	1.401	1.989	(0.588)	4
52	Heritage Conservation	-	0.462	(0.462)	3
54	Property Asset Management	16.022	14.835	1.187	41
57	*Municipal Accommodations*	75.098	75.098	-	295
59	Cemeteries	1.321	2.403	(1.082)	25
	Property and Development, Heritage and Downtown Development	119.746	123.405	(3.659)	612
	Protection, Community Services and Parks / Winnipeg Police Board				
63	Police Response	22.085	230.156	(208.071)	1,558
66	Crime Prevention	3.963	45.712	(41.749)	299
69	Traffic Safety and Enforcement	22.001	18.211	3.790	89
72	Fire and Rescue Response	4.453	115.884	(111.431)	852
75	Fire and Injury Prevention	0.440	5.704	(5.264)	41
78	Medical Response	54.470	68.224	(13.754)	492
81	Disaster Preparedness and Response	-	0.373	(0.373)	2
83	Recreation	13.363	52.448	(39.085)	358
86	Parks and Urban Forestry	1.764	39.939	(38.175)	315
90	*Golf Services (SOA)*	3.462	2.750	0.712	24
	Golf Services - Subsidy	-	0.750	(0.750)	
92	Community Liveability	0.842	4.880	(4.038)	44
95	Libraries	2.934	31.047	(28.113)	286
98	Arts, Entertainment and Culture	-	26.050	(26.050)	6
101	Insect Control	3.007	10.016	(7.009)	68
104	*Animal Services (SOA)*	3.880	3.785	0.095	28
	Animal Control and Care - Subsidy	-	1.379	(1.379)	
	Protection, Community Services and Parks / Winnipeg Police Board	136.664	657.308	(520.644)	4,462
	Executive Policy Committee				
107	Organizational Support Services	0.859	44.303	(43.444)	363
110	Assessment, Taxation and Corporate	797.763	22.472	775.291	143
114	Contact Centre - 311	1.449	5.949	(4.500)	87
116	Council Services	0.132	14.676	(14.544)	79
	Executive Policy Committee	800.203	87.400	712.803	672
	Total City Services (unconsolidated)	**1,729.103**	**1,701.173**	**27.930**	**9,129**

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

Return to Preliminary Operating Budget Summary

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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	2012	2013	2014
Roadway transferred from developers (lane-km)	50.57	71.28	53.2
Capital Addition of Regional Streets (lane-km)	6.8	17.5	27.8
Capital Reconstruction of Regional Streets (lane-km)	1.5	0	10.2
Capital Rehabilitation of Regional Streets (lane-km)	17.7	24	25.2
Capital Reconstruction of Local Streets (lane-km)	3.75	8.42	19.2
Capital Rehabilitation of Local Streets (lane-km)	61.46	67.28	85.66
Capital Addition of Surfaced Alleys (lane-km)	0.414	0.662	0.501
Capital Reconstruction of Alleys (lane-km)	4.34	8.36	3.16
New Pedestrian/Cycle Pathways (meters)	2,270	6,735	7,969
Major Bridge Rehabilitations	4 locations $13,850,000	3 locations $19,045,654	2 locations $4,157,000
Significant Bridge Maintenance Repair Works	25 locations $601,000	27 locations $504,000	26 locations $775,500
Slope Stabilization Works	nil	1 location $1,500,000	nil
Bridge Deck Sealing Program	6 locations $22,600	23 locations $171,400	20 locations $146,300
Overhead Sign Structure Maintenance	2 locations $46,400	3 locations $76,500	5 locations $147,400

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projected	2018 Projected
Service revenue	43.141	49.719	65.626		67.193	72.409
Provincial funding (service specific)	-	-	-		-	-
Revenues	**43.141**	**49.719**	**65.626**	**1**	**67.193**	**72.409**
Salaries and benefits	15.874	16.559	17.234		17.558	17.969
Services	13.371	13.359	13.447		13.854	14.259
Materials, parts, and supplies	8.484	11.024	10.658		10.726	10.778
Assets and purchases	0.045	0.031	0.033		0.033	0.033
Debt and finance charges	14.510	9.648	8.786		9.367	8.088
Grants, transfers and other	1.768	1.860	1.927		1.928	1.928
Recoveries	(12.200)	(13.997)	(14.158)		(14.198)	(14.240)
Operating Expenses	**41.854**	**38.485**	**37.928**		**39.268**	**38.815**
Transfer to Capital	13.393	20.273	12.478		16.259	14.991
Transfer to Capital - Frontage Levy	-	-	10.000		10.000	11.000
Transfer to Local Street Renewal Reserve	9.200	14.100	19.000		23.900	28.800
Transfer to Regional Street Renewal Reserve	4.700	9.600	14.500		19.400	24.300
Total Expenses	**69.147**	**82.457**	**93.906**	**2**	**108.827**	**117.906**
Mill Rate Support/(Contribution)	**26.006**	**32.738**	**28.279**		**41.635**	**45.497**
Full-time Equivalent Positions	**239**	**230**	**232**		**232**	**232**

Explanation of 2016 change from 2015

(in millions of $)

1 Revenues

Increase in frontage levy revenue	13.245
Transfer of surplus from General Revenue Enterprise Fund	2.400
Experience rebate from Manitoba Public Insurance for Equipment Operator Training program	0.172
Miscellaneous adjustments	0.090
	15.907

Roadway Construction and Maintenance

2 Expenses

Transfer to Capital - Frontage Levy	10.000
Transfer to Regional Street Renewal Reserve	4.900
Transfer to Local Street Renewal Reserve	4.900
Increase in salaries and benefits	0.409
Increase in salaries and benefits for additional asset management staff	0.266
Decrease in recovery from Winnipeg Fleet Management Agency for Equipment Operator Training program	0.195
Increase in facility costs	0.128
Grant to University of Manitoba for Research Chair in Municipal Infrastructure	0.050
Transfer to Capital	(7.795)
Decrease in debt and finance charges	(0.862)
Increase in recoveries from capital program for additional asset management expenditures	(0.560)
Decrease in fleet equipment and fleet-related accounts	(0.139)
Miscellaneous adjustments	(0.043)
	11.449

Full-time Equivalent Positions

Increase of 2 FTEs due to additional asset management staff.

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Bridge Constr & Maint	Revenue	0.003	-	10.012	10.012	11.012
	Operating expenses	7.246	5.826	2.841	2.879	2.921
	Transfer to Capital	7.870	5.429	13.478	11.640	18.644
		15.113	11.255	6.307	4.506	10.553
Regl Streets Constr & Maint	Revenue	22.786	26.298	29.223	30.214	32.449
	Operating expenses	15.689	15.006	18.143	18.987	18.314
	Transfer to Capital	9.312	19.543	21.017	31.420	28.946
		2.214	8.251	9.936	20.193	14.812
Local Streets Constr & Maint	Revenue	17.620	21.614	24.388	24.884	26.714
	Operating expenses	16.220	15.469	15.126	15.554	15.696
	Transfer to Capital	9.237	17.801	19.435	23.900	28.800
		7.837	11.656	10.173	14.569	17.783
Regl Sidewalk Constr & Maint	Revenue	1.641	0.535	0.590	0.614	0.657
	Operating expenses	1.081	0.821	0.468	0.477	0.487
	Transfer to Capital	0.875	1.124	1.899	2.350	2.451
		0.315	1.410	1.777	2.214	2.281
Local Sidewalk Constr & Maint	Revenue	1.091	1.273	1.413	1.469	1.578
	Operating expenses	1.618	1.363	1.350	1.372	1.396
	Transfer to Capital	-	0.075	0.149	0.249	0.250
		0.527	0.165	0.086	0.152	0.068
Mill Rate Support/(Contribution)		**26.006**	**32.738**	**28.279**	**41.635**	**45.497**

Roadway Construction and Maintenance

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Federal Gas Tax Reserve	0.129	0.173	0.174	0.175	0.176
Local Street Renewal Reserve	0.850	1.236	0.386	0.387	0.388
Regional Street Renewal Res	0.187	0.616	0.430	0.431	0.433

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

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	298.269	688.161	986.430

Transportation Planning and Traffic Management

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	2012	2013	2014
Lane Kilometres of Regional Streets	1,778*	1,782*	1,810*
Lane Kilometres of Truck Routes	1,754*	1,754*	1,768*
Number of Signalized Intersections	637	638	649
Number of Accessible Pedestrian Signals	267	293	398
Number of Pedestrian Corridors	157	166	169
Kilometres of Active Transportation Facilities	392	394	396
Kilometres of Multi-use paths	195	197	197
Kilometres of Bike Lanes	35	35	37
Kilometres of Sharrows	37	37	37
Kilometres of Bike Boulevards	56	56	56
Transportation System Use Estimates			
Daily Vehicle-Kilometer of Travel	10,129,741	10,129,741	10,129,741

* Variation in the number is due in part to a refinement of the inventory calculation. The Regional Streets Network increased in 2014 due to the opening of the Kenaston Extension. Truck Routes Lane Kilometres increased in 2014, however the net increase was reduced by the opening of Centreport Way.

Transportation Planning and Traffic Management

Contributing Departments

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

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	2.161	2.074	2.416		2.453	2.494
Provincial funding (service specific)	-	-	-		-	-
Revenues	**2.161**	**2.074**	**2.416**	**1**	**2.453**	**2.494**
Salaries and benefits	13.088	13.321	14.131		14.526	14.892
Services	2.928	2.709	2.963		3.051	3.075
Materials, parts and supplies	2.663	2.220	2.261		2.438	2.453
Assets and purchases	0.073	0.072	0.077		0.077	0.077
Debt and finance charges	0.680	0.609	0.017		0.017	0.016
Grants, transfers and other	0.973	1.054	1.064		1.064	1.064
Recoveries	(6.081)	(4.012)	(3.743)		(3.263)	(3.287)
Operating expenses	**14.324**	**15.973**	**16.770**		**17.909**	**18.290**
Transfer to Capital	2.680	5.925	5.102		2.004	3.827
Total Expenses	**17.004**	**21.899**	**21.872**	**2**	**19.913**	**22.117**
Mill Rate Support/(Contribution)	**14.843**	**19.824**	**19.456**		**17.460**	**19.623**
Full-time Equivalent Positions	**160**	**161**	**166**		**167**	**167**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in street rental permits	0.229
Experience rebate from Manitoba Public Insurance for Equipment Operator Training program	0.050
Miscellaneous adjustments	0.063
	0.342

2 Expenses

Increased funding for Transportation Management Centre	1.100
Increase in salaries and benefits	0.430
Increase in fleet equipment and fleet-related accounts	0.064
Decrease in recovery from Winnipeg Fleet Management Agency for Equipment Operator Training program	0.056
Transfer to Capital	(0.823)
Decrease in debt and finance charges	(0.592)
Increase in recoveries from capital program for additional asset management expenditures	(0.192)
Increase in recoveries from capital program for pedestrian and bicycle path planning position	(0.082)
Miscellaneous adjustments	0.012
	(0.027)

Transportation Planning and Traffic Management

Full-time Equivalent Positions

Increase of 5 FTEs for Transportation Management Centre (4) and for pedestrian and bicycle path planning (1).

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Transportation Plan & Design	Revenue	0.061	0.041	0.058	0.059	0.060
	Operating expenses	2.042	1.593	1.302	1.336	1.380
	Transfer to Capital	2.380	5.626	4.801	1.703	3.528
		4.361	7.179	6.045	2.980	4.848
Traffic/Right of Way Mgt	Revenue	2.099	2.034	2.358	2.394	2.434
	Operating expenses	12.281	14.380	15.469	16.573	16.909
	Transfer to Capital	0.300	0.299	0.301	0.300	0.299
		10.482	12.646	13.412	14.480	14.775
Mill Rate Support/(Contribution)		**14.843**	**19.824**	**19.456**	**17.460**	**19.623**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	6.480	18.400	24.880

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	2012	2013	2014
Annual Snowfall (centimetres)	112	150	131
Days of Snowfall (3 cm or more)	14	15	57
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	4	7	7
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	2	3	4
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	4	6	7
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	2	3	5
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	1	3	3
Alleys (Department Budgets for 2 events)	2	6	7
Salt Applied (tonnes)	25,835	22,547	29,484
Sand Applied (tonnes)	60,485	105,000	97,200
Snow Removed/Hauled (cubic metres)	64,003	757,982	1,526,000
Sidewalks Plowed (kilometres)	33,826	42,632	31,607

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.006	0.014	0.185		0.188	0.192
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.006**	**0.014**	**0.185**	**1**	**0.188**	**0.192**
Salaries and benefits	11.244	9.224	9.569		9.762	9.999
Services	40.126	17.939	18.171		19.661	20.276
Materials, parts, and supplies	5.649	4.769	4.555		4.615	4.662
Assets and purchases	0.013	0.011	0.012		0.012	0.012
Debt and finance charges	0.098	0.070	0.016		0.016	0.016
Grants, transfers and other	1.529	1.531	1.364		1.366	1.368
Recoveries	(0.719)	(0.364)	(0.164)		(0.164)	(0.165)
Operating expenses	**57.940**	**33.181**	**33.523**		**35.269**	**36.169**
Transfer to Capital	-	-	-		-	-
Total Expenses	**57.940**	**33.181**	**33.523**	**2**	**35.269**	**36.169**
Mill Rate Support/(Contribution)	**57.934**	**33.166**	**33.339**		**35.081**	**35.977**
Full-time Equivalent Positions	**150**	**136**	**137**		**137**	**137**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Experience rebate from Manitoba Public Insurance for Equipment Operator Training program	0.170
Miscellaneous adjustments	0.001
	0.171

2 Expenses

Increase in salaries and benefits	0.231
Decrease in recovery from Winnipeg Fleet Management Agency for Equipment Operator Training program	0.193
Increase in salaries and benefits for additional asset management staff	0.114
Decrease in facility costs	(0.103)
Decrease in debt and finance charges	(0.054)
Miscellaneous adjustments	(0.039)
	0.342

Full-time Equivalent Positions

Increase due to refinement of service based view.

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Regl Streets Snow/Ice Removal	Revenue	0.006	-	0.069	0.070	0.072
	Operating expenses	21.752	12.234	12.375	12.889	13.170
	Transfer to Capital	-	-	-	-	-
		21.746	12.234	12.306	12.819	13.098
Local Streets Snow/Ice Removal	Revenue	-	0.007	0.079	0.080	0.082
	Operating expenses	27.933	15.311	15.455	16.350	16.795
	Transfer to Capital	-	-	-	-	-
		27.933	15.304	15.376	16.269	16.713
Sidewalk Snow/Ice Removal	Revenue	-	0.007	0.019	0.019	0.019
	Operating expenses	3.550	3.823	3.873	4.182	4.324
	Transfer to Capital	-	-	-	-	-
		3.550	3.816	3.855	4.163	4.305
Parks,Facility Snow,Ice Remove	Revenue	-	-	0.015	0.015	0.016
	Operating expenses	0.948	1.140	1.135	1.160	1.188
	Transfer to Capital	-	-	-	-	-
		0.948	1.140	1.120	1.144	1.172
Snow Disposal Sites	Revenue	-	-	0.003	0.004	0.004
	Operating expenses	3.756	0.672	0.686	0.689	0.692
	Transfer to Capital	-	-	-	-	-
		3.756	0.672	0.682	0.685	0.689
Mill Rate Support/(Contribution)		**57.934**	**33.166**	**33.339**	**35.081**	**35.977**

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 unable to safely and independently maneuver the fixed route transit system due to a significant impairment to their mobility or a cognitive disability in accordance with eligibility criteria.

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	2012	2013	2014
Number of Buses in Fleet	565	570	579
Easy Access Buses: Number	505	536	546
Easy Access Buses: % of Fleet	90%	94%	94%
Bus Hours Operated	1,483,561	1,517,237	1,524,643
Bus Kilometres Operated	29,146,974	29,689,903	29,763,750
Passengers Carried: Annual	48,930,272	49,553,997	49,867,683
Passengers Carried: Average Weekday	170,543	173,988	175,388
Number of Routes	93	93	93
Number of Bus Stops	5,133	5,145	5,176

Handi-Transit

Description	2012	2013	2014
Active Registrants at Year End	7,827	7,486	7,471
% of Registrants Age 65+	74%	73%	73%
Passengers Carried: Annual	487,989	487,519	465,696
Passengers Carried: Average Weekday	1,638	1,623	1,524
Customer No Shows (Annual)	6,744	7,060	7,343
Trip Requests Unable to Provide	3,568	4,522	3,773
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	55%	56%	55%
Wheelchair - % of Passengers Carried	30%	30%	30%
Ambulant - % of Passengers Carried	70%	70%	70%

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	81.845	86.337	84.184		86.652	89.378
Provincial funding (service specific)	39.543	41.144	46.307		47.076	48.921
Revenues	**121.388**	**127.481**	**130.491**	**1**	**133.727**	**138.298**
Salaries and benefits	98.268	107.711	112.168		117.083	121.872
Services	17.581	19.043	19.633		20.543	21.165
Materials, parts, and supplies	33.234	29.430	31.097		29.295	30.416
Assets and purchases	0.218	0.689	0.729		0.681	0.658
Debt and finance charges	10.716	11.359	9.645		10.337	10.457
Grants, transfers and other	12.257	9.785	14.066		18.344	20.606
Recoveries	(3.444)	(3.187)	(4.101)		(4.215)	(4.256)
Operating Expenses	**168.831**	**174.831**	**183.237**		**192.068**	**200.918**
Transfer to Capital	-	-	17.173		7.041	11.896
Total Expenses	**168.831**	**174.831**	**200.410**	**2**	**199.109**	**212.814**
Mill Rate Support/(Contribution)	**47.443**	**47.350**	**69.919**		**65.382**	**74.515**
Full-time Equivalent Positions	**1,491**	**1,545**	**1,562**		**1,580**	**1,587**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in Provincial operating and support grants	5.163
Revised goods and services revenue projection (based on expected capacity and ridership)	(2.292)
Increase in miscellaneous revenues	0.139
	3.010

2 Expenses

Transfer to Capital, this variance includes $1.563 million budgeted in 2015 corporate accounts and $4.171 million in 2015 debt and finance charges	17.173
Increase in bus parts	6.427
Increase in salaries and benefits	4.457
Transfer to Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve	3.400
Increase in transfer to Transit Bus Replacement Reserve	0.962
Increase in handi-transit contractor fees	0.255
Increase in building maintenance	0.190
Decrease in motive fuel cost projection	(4.915)
Decrease in debt servicing costs	(1.714)
Increase in recoveries	(0.915)
Increase in miscellaneous expenses	0.259
	25.579

Full-time Equivalent Positions

Increase of 17 FTEs attributed to added service for UPass, including bus maintenance capacity as a result of emission controls and technology changes.

Public Transit

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Regular Transit	Revenue	114.741	120.412	123.155	126.161	130.440
	Operating expenses	157.355	162.643	170.684	179.031	187.383
	Transfer to Capital	-	-	17.041	6.987	11.804
		42.614	42.231	64.570	59.857	68.748
Handi-Transit	Revenue	5.742	6.218	6.478	6.698	6.979
	Operating expenses	10.571	11.336	11.695	12.168	12.655
	Transfer to Capital	-	-	0.132	0.054	0.092
		4.830	5.119	5.349	5.525	5.767
Chartered Bus & Special Events	Revenue	0.905	0.852	0.857	0.868	0.879
	Operating expenses	0.905	0.852	0.857	0.868	0.879
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		**47.443**	**47.350**	**69.919**	**65.382**	**74.515**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
SW Rapid Transit Corridor Res	8.914	4.729	3.073	3.082	3.092
SW Rpd Trwy - 2 & Peb Hwy Udrp	-	-	3.406	8.525	15.563
Transit Bus Replacemt Res	16.766	11.552	0.263	0.349	0.378

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(in millions of $)	43.881	174.165	218.046

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	2012	2013	2014
Number of litter containers in park sites	2,750*	2,750*	2,750*
Number of street litter containers	1,587	1,566	1,591
Tonnes of boulevard abrasives removed (streets only)	32,070	24,045	22,000
Flower Beds (raised/fixed) (m2)	3,267*	3,267*	3,267*
Flower Beds (in-ground) (m2)	23,391*	23,391*	23,391*
Flower planters (m2)	1,604*	1,604*	1,604*
Hanging baskets (m2)	10*	10*	10*
Number of park lighting units	3,828*	3,828*	3,828*
Number of community clean up & Adopt-A-Park projects	27	28	22
Number of graffiti tags removed	15,413	8,637	15,510
Square metres of graffiti removed	53,520	43,152	41,586
Number of graffiti sites treated	6,716	3,842	6,971
Number of public art projects completed	6**	5**	6**
Number of flags	67*	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 99 %
Planning, Prop. & Devl. 1 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.007	0.007	0.096		0.098	0.100
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.007**	**0.007**	**0.096**	**1**	**0.098**	**0.100**
Salaries and benefits	7.904	7.950	8.212		8.363	8.567
Services	6.432	6.294	6.296		6.412	6.522
Materials, parts, and supplies	1.483	1.126	1.090		1.119	1.141
Assets and purchases	0.039	0.031	0.037		0.037	0.037
Debt and finance charges	0.050	0.028	0.024		0.024	0.024
Grants, transfers and other	1.612	1.585	1.673		1.681	1.689
Recoveries	(0.683)	(0.498)	(0.395)		(0.396)	(0.397)
Operating expenses	**16.837**	**16.516**	**16.936**		**17.240**	**17.582**
Transfer to Capital	0.473	0.147	0.135		0.136	0.119
Total Expenses	**17.310**	**16.663**	**17.071**	**2**	**17.375**	**17.700**
Mill Rate Support/(Contribution)	**17.303**	**16.656**	**16.974**		**17.278**	**17.601**
Full-time Equivalent Positions	**128**	**122**	**123**		**124**	**124**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Experience rebate from Manitoba Public Insurance for Equipment Operator Training program	0.089
	0.089

2 Expenses

Increase in salaries and benefits	0.202
Increase in facility costs	0.133
Decrease in recovery from Winnipeg Fleet Management Agency for Equipment Operator Training program	0.100
Increase in salaries and benefits for additional asset management staff	0.060
Decrease in fleet equipment and fleet-related accounts	(0.058)
Transfer to Capital	(0.012)
Miscellaneous adjustments	(0.017)
	0.408

Full-time Equivalent Positions

Increase of 1 FTE due to additional asset management staff.

City Beautification

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Litter Collection	Revenue	-	-	0.022	0.022	0.023
	Operating expenses	3.497	3.883	3.929	4.015	4.116
	Transfer to Capital	-	-	-	-	-
		3.497	3.883	3.907	3.993	4.093
Public Gardens/Landscaping	Revenue	0.006	0.007	0.029	0.029	0.030
	Operating expenses	3.941	4.048	4.098	4.177	4.274
	Transfer to Capital	0.430	0.122	0.121	0.113	0.099
		4.366	4.164	4.190	4.261	4.343
OrnLight/Flags,Banners/PubArt	Revenue	-	-	0.004	0.004	0.004
	Operating expenses	0.785	0.793	0.789	0.801	0.817
	Transfer to Capital	0.043	0.024	0.014	0.022	0.020
		0.828	0.817	0.799	0.819	0.832
Graffiti Control	Revenue	0.001	-	0.006	0.006	0.006
	Operating expenses	1.221	1.296	1.502	1.517	1.537
	Transfer to Capital	-	-	-	-	-
		1.220	1.296	1.496	1.511	1.531
Regional Street Cleaning	Revenue	-	-	0.019	0.019	0.020
	Operating expenses	3.239	3.299	3.355	3.407	3.458
	Transfer to Capital	-	-	-	-	-
		3.239	3.299	3.336	3.388	3.438
Local Street Cleaning	Revenue	-	-	0.016	0.017	0.017
	Operating expenses	4.153	3.197	3.263	3.322	3.380
	Transfer to Capital	-	-	-	-	-
		4.153	3.197	3.247	3.306	3.363
Mill Rate Support/(Contribution)		**17.303**	**16.656**	**16.974**	**17.278**	**17.601**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	0.900	4.000	4.900

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 to City of Winnipeg departments:

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

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.
4. Encourage fleet greenhouse gas emission awareness through research, education, testing, and offering environmentally friendly vehicles and equipment, recommendations and alternative fuels.

Service Level Statistics

Description	2012	2013	2014
Number of vehicle and equipment units managed*	2,014	2,224	2,317
Number of vehicle and equipment bid opportunities completed	75	55	46
Number of vehicle and equipment units acquired	182	236	175
Number of insurance and license registrations completed	1,768	1,805	1,893
Number of service repairs, by work order lines completed	36,248	29,298	34,687
Number of service labour hours completed	64,685	66,035	57,336
Number of parts transactions	40,846	34,511	39,661
Number of fuel fill-up transactions and odometer readings verified	112,144	116,205	118,899
Litres of unleaded gasoline, clear diesel, and marked diesel provided	8,096,954	8,133,861	8,293,750
Number of vehicle and equipment motor pool rental days provided	74,472	89,703	84,619
Number of vehicle and equipment units disposed	115	26	81

* 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 $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	48.918	50.737	50.377		51.379	52.404
Provincial funding (service specific)	0.159	0.159	0.166		0.170	0.173
Revenues	**49.077**	**50.896**	**50.544**	**1**	**51.549**	**52.577**
Salaries and benefits	8.997	11.246	11.425		11.625	11.896
Services	9.053	7.504	7.776		7.760	7.841
Materials, parts, and supplies	12.210	12.141	12.254		12.500	12.750
Assets and purchases	0.145	0.189	0.351		0.204	0.207
Debt and finance charges	16.064	18.461	16.185		17.058	17.980
Grants, transfers and other *	3.140	1.532	2.783		1.663	1.992
Recoveries	(0.011)	(0.007)	-		-	-
Expenses	**49.598**	**51.065**	**50.776**	**2**	**50.811**	**52.665**
Surplus/(Deficit)	**(0.521)**	**(0.169)**	**(0.232)**		**0.738**	**(0.088)**
Full-time Equivalent Positions	**113**	**136**	**136**		**136**	**136**

*** Restated to reflect Winnipeg Fleet Management Agency (SOA) dividend.**

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 2016 budgeted dividend to the General Revenue Fund is $1.492 million.

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in fuel sales	0.503
Increase in rental income	0.311
Increase in gain on sale of capital assets	0.200
Increase in services and parts revenue	0.042
Decrease in fleet leases	(1.408)
	(0.352)

2 Expenses

Increase in dividend to General Revenue Fund	1.400
Increase in fuel	0.458
Increase in services	0.272
Increase in salaries and benefits	0.180
Decrease in amortization	(1.926)
Decrease in interest	(0.350)
Decrease in parts	(0.310)
Miscellaneous adjustments	(0.013)
	(0.289)

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	2012	2013	2014
Number of Pay Stations on Street*	626	637	631
Number of Pay Stations in City Lots	12	10	12
Number of Parking and Non-Moving Violations Issued	164,041	142,697	152,181
Number of High Demand On-Street Spaces	1,271	1,305	1,298
Number of Low Demand On-Street Spaces	2,486	2,507	2,507

* Long term construction projects can impact the number of on-street paystations on a year over year basis.

Winnipeg Parking Authority (SOA)

Contributing Departments
Parking Authority SOA 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	16.828	17.165	16.784		16.962	17.145
Provincial funding (service specific)	0.042	0.030	0.030		0.030	0.030
Revenues	**16.870**	**17.195**	**16.814**	**1**	**16.992**	**17.175**
Salaries and benefits	2.526	4.000	4.048		4.192	4.348
Services	6.638	7.295	7.569		7.687	7.629
Materials, parts, and supplies	1.125	1.885	1.634		1.592	1.615
Assets and purchases	0.041	0.064	0.079		0.065	0.065
Debt and finance charges	2.781	2.782	2.475		2.591	1.915
Grants, transfers and other	3.068	1.522	1.265		3.106	1.167
Recoveries	(0.006)	(0.003)	(0.003)		(0.003)	(0.003)
Expenses	**16.173**	**17.545**	**17.068**	**2**	**19.231**	**16.737**
Surplus/(Deficit)	**0.697**	**(0.350)**	**(0.253)**		**(2.238)**	**0.438**
Full-time Equivalent Positions	**41**	**59**	**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.

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in meter revenue	0.176
Increase in special events revenue	0.110
Decrease in enforcement revenue	(0.465)
Decrease in surface parking lot revenue	(0.158)
Miscellaneous adjustments	(0.044)
	(0.381)

2 Expenses

Increase in services	0.274
Increase in salary and benefits	0.048
Decrease in materials, parts and supplies and other expenses due to one-time expenditures in 2015 related to new Municipal By-Law Enforcement Act	(0.519)
Decrease in debt and finance charges	(0.307)
Miscellaneous adjustments	0.027
	(0.477)

Return to Preliminary Operating Budget Summary

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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	2012	2013	2014
Number of residential accounts	187,279	189,216	191,092
Number of commercial and industrial accounts	10,372	10,410	10,473
Number of complaints - taste and odour *	198	215	155
Average daily volume of water pumped (ML/D)	229	204	211
Average volume of water pumped daily per capita (litres)	328	285	297
Kilometres of distribution water mains	2,557	2,585	2,592
Kilometres of feeder mains	150	150	150
Kilometres of water mains cleaned	306	344	647
Number of water main breaks	840	695	777
Number of hydrants	21,101	21,335	21,692
Number of water quality tests conducted **	49,839	56,967	64,454
Average monthly residential water bill	$24.09	$26.27	$27.02
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 **	37,259	44,045	48,927

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

** 2013 restated to correct a reporting error.

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	101.526	106.798	113.867		127.603	132.348
Provincial funding (service specific)	0.734	0.820	0.887		0.872	0.879
Revenues	**102.261**	**107.618**	**114.754**	**1**	**128.475**	**133.227**
Salaries and benefits	30.409	32.074	32.293		33.155	34.097
Services	24.277	21.028	20.746		21.255	21.449
Materials, parts, and supplies	15.954	14.985	15.134		15.644	15.726
Assets and purchases	0.776	0.984	1.102		0.990	0.946
Debt and finance charges*	10.982	14.736	12.993		13.177	13.369
Grants, transfers and other **	31.472	35.916	36.619		38.322	39.884
Recoveries	(5.378)	(7.742)	(7.807)		(8.123)	(8.145)
Expenses	**108.492**	**111.982**	**111.079**	**2**	**114.420**	**117.326**
Surplus/(Deficit)	**(6.231)**	**(4.364)**	**3.675**		**14.055**	**15.901**
Full-time Equivalent Positions	**420**	**415**	**414**		**414**	**414**

*** 2014 Actual does not include principal payments on debt.**

**** Restated to reflect Water Utility dividend.**

The Water Utility maintains a retained earnings/working capital balance to fund capital projects 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 2016 proposed dividend is $13.321 million but is subject to change with the adoption of the 2016 water and sewer rate report.

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in water sales revenue	7.844
Decrease in interest earned	(0.382)
Miscellaneous adjustments	(0.326)
	7.136

2 Expenses

Decrease in debt and finance charges	(1.743)
Decrease in allocated department costs	(0.361)
Increase in water utility dividend transfer to General Revenue Fund	0.941
Miscellaneous adjustments	0.260
	(0.903)

Full-time Equivalent Positions

Decrease due to refinement of service based view.

Water

Service Detail Sub-Services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Water Supply & Treatment	Revenue	51.050	53.625	57.306	64.166	66.542
	Expense	48.075	55.213	54.647	56.242	57.655
		2.975	(1.588)	2.659	7.924	8.886
Water Distribution	Revenue	51.211	53.993	57.448	64.309	66.685
	Expense	60.417	56.769	56.432	58.178	59.671
		(9.206)	(2.776)	1.016	6.131	7.014
Surplus/(Deficit)		**(6.231)**	**(4.364)**	**3.675**	**14.055**	**15.901**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Watermain Renewal Reserve	3.562	5.161	3.726	3.291	3.856

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(in millions of $)	45.320	144.899	190.219

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 Sewage Treatment Plants 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	2012	2013	2014
Number of billed sewer accounts	197,530	199,498	201,439
Number of complaints - raw sewer backup*	748	1,017	1,313
Number of complaints - clean sewer backup*	495	772	1,099
Volume of wastewater processed (ML/D)	248	245	279
Kilometres of collection system pipeline**	2,549	2,579	2,583
Number of pumping stations	74	74	74
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	169	104	152
Number of industrial waste tests conducted	26,761	40,938	50,403
Number of treatment plant tests conducted	107,601	110,796	117,540
Number of maintenance holes	45,518	46,266	46,524
Average monthly residential sewer bill	$31.75	$36.09	$38.32

* 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 customer's system, not the City system.

** Includes sanitary, combined and interceptor sewers.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	151.622	159.302	165.871		181.250	198.885
Provincial funding (service specific)	0.829	0.882	0.885		0.885	0.905
Revenues	**152.451**	**160.184**	**166.756**	**1**	**182.135**	**199.790**
Salaries and benefits	27.732	31.230	31.573		32.893	34.067
Services	23.253	27.075	29.157		31.069	32.049
Materials, parts, and supplies	10.411	10.330	10.975		11.164	12.199
Assets and purchases	0.126	0.126	0.066		0.067	0.069
Debt and finance charges*	0.150	0.005	0.010		1.173	6.747
Grants, transfers and other **	73.382	86.708	76.354		82.658	87.816
Recoveries	(1.509)	(2.119)	(2.112)		(2.115)	(2.119)
Expenses	**133.545**	**153.356**	**146.024**	**2**	**156.908**	**170.828**
Surplus/(Deficit)	**18.906**	**6.828**	**20.732**		**25.228**	**28.962**
Full-time Equivalent Positions	**403**	**414**	**410**		**418**	**419**

*** 2014 Actual does not include principal payments on debt.**

**** Restated to reflect Sewer Utility dividend.**

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 and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue. The 2016 proposed dividend is $18.848 million but is subject to change with the adoption of the 2016 water and sewer rate report.

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in sewer services revenue	4.129
Increase in industrial waste revenue	1.600
Increase in hauled waste revenue	0.775
Miscellaneous adjustments	0.068
	6.572

2 Expenses

Increase in non professional services	1.531
Increase in transfer to environmental projects reserve	0.807
Increase in dividend transfer to General Revenue Fund	0.495
Increase in property taxes	0.486
Increase in large volume sewer discount program support	0.414
Increase in salaries and benefits	0.343
Increase in allocated departmental costs	0.213
Increase in light and power	0.190
Decrease in transfer to Sewer Rehabilitation Reserve	(9.400)
Decrease in transfer to Land Drainage and Flood Control	(1.330)
Decrease in grants - cash, reclassified to non-professional services	(1.300)
Miscellaneous adjustments	0.219
	(7.332)

Wastewater

Full-time Equivalent Positions

Decrease due to allocation of internal support.

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Wastewater Collection	Revenue	73.202	77.842	79.918	87.465	96.142
	Expense	59.512	67.555	63.448	68.023	74.082
		13.689	10.287	16.470	19.442	22.059
Wastewater Treatment	Revenue	79.250	82.342	86.837	94.671	103.648
	Expense	74.033	85.801	82.575	88.884	96.745
		5.217	(3.459)	4.262	5.786	6.903
Surplus/(Deficit)		**18.906**	**6.828**	**20.732**	**25.228**	**28.962**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Environmental Projects Reserve	73.006	83.215	88.335	88.779	80.536
Sewer System Rehab Reserve	15.327	19.418	11.452	7.474	5.491

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	702.450	317.575	1,020.025

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	2012	2013	2014
Number of stormwater retention basins (SRB)	69	71	82
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	1,139	1,173	1,178
Kilometres of storm relief sewer mains	187	187	187
Peak river elevations (>8.5 feet) - spring	18.9	18.8	19.1
Peak river elevations (>8.5 feet) - summer	16.6	16.5	17.6

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

Land Drainage and Flood Control

Contributing Departments

Water and Waste	92 %
Public Works	8 %

Operating Budget (in millions of $)	2014 Actual	Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	11.623	11.802	10.472		11.501	10.534
Provincial funding (service specific)	-	-	-		-	-
Revenues	**11.623**	**11.802**	**10.472**	**1**	**11.501**	**10.534**
Salaries and Benefits	2.227	2.246	1.879		2.074	2.094
Services	3.044	2.583	2.584		2.419	2.450
Materials, parts and supplies	0.758	0.651	0.728		0.724	0.728
Assets and purchases	-	-	0.030		-	-
Debt and finance charges	2.825	1.600	1.005		1.066	0.697
Grants, transfers and other	0.003	0.003	0.001		0.001	0.001
Recoveries	(0.571)	(0.001)	0.000		0.000	0.000
Operating expenses	**8.285**	**7.083**	**6.228**		**6.284**	**5.970**
Transfer to Capital	4.598	7.445	5.125		5.901	5.751
Total Expenses	**12.883**	**14.528**	**11.353**	**2**	**12.185**	**11.720**
Mill Rate Support/(Contribution)	**1.260**	**2.726**	**0.881**		**0.684**	**1.186**
Full-time Equivalent Positions	**34**	**32**	**25**		**25**	**25**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Decrease in transfer from Wastewater	(1.330)
	(1.330)

2 Expenses

Transfer to Capital	(2.320)
Decrease in debt and finance charges	(0.595)
Decrease in salaries and benefits	(0.367)
Miscellaneous adjustments	0.107
	(3.175)

Full-time Equivalent Positions

Decrease in operational requirements.

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2014 Actual	Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Flood Control	Revenue	-	-	0.000	0.000	0.000
	Operating expenses	3.859	2.391	2.067	2.102	1.959
	Transfer to Capital	2.149	2.126	1.903	2.322	2.042
		6.008	4.518	3.969	4.424	4.001
Land Drainage	Revenue	11.623	11.802	10.471	11.501	10.534
	Operating expenses	4.426	4.692	4.161	4.182	4.011
	Transfer to Capital	2.449	5.318	3.222	3.579	3.708
		(4.748)	(1.791)	(3.088)	(3.740)	(2.815)
Mill Rate Support/(Contribution)		**1.260**	**2.726**	**0.881**	**0.684**	**1.186**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	7.754	34.595	42.349

Solid Waste Collection

Description

2014 was the second year of implementation of the Comprehensive Integrated Waste Management Strategy (CIWMS). The amount of garbage collected and landfilled through the residential collection program in 2014 decreased 19.2% from 2011 tonnage, the last full year for the old services.

The 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	2012	2013	2014
Number of dwelling units served	283,546	286,600	289,137
Number of small commercial clients	563	579	606
Number of small commercial billings per year	2,252	2,316	2,424
Weight of residential garbage collected (tonnes)	201,741	173,897	176,011
Weight of garbage generated per capita (kilograms)	286	249	248
Number of garbage collection contracts	7	7	7
Number of large item pick ups per year*	9,095	13,295	13,339

* 2013 numbers have been restated.

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.860	1.075	1.081		1.159	1.189
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.860**	**1.075**	**1.081**	**1**	**1.159**	**1.189**
Salaries and benefits	1.280	1.219	1.013		1.031	1.055
Services	16.684	17.595	18.626		19.884	22.643
Materials, parts, and supplies	0.073	0.049	0.049		0.049	0.049
Assets and purchases	0.014	0.186	0.169		0.172	0.177
Debt and finance charges	(0.006)	0.008	0.008		0.008	0.008
Grants, transfers and other	0.100	0.064	0.062		0.062	0.062
Recoveries	(0.008)	-	-		-	-
Operating Expenses	**18.137**	**19.122**	**19.928**		**21.207**	**23.994**
Transfer to Capital	-	-	-		-	-
Total Expenses	**18.137**	**19.122**	**19.928**	**2**	**21.207**	**23.994**
Mill Rate Support/(Contribution)	**17.277**	**18.047**	**18.847**		**20.048**	**22.805**
Full-time Equivalent Positions	**18**	**15**	**12**		**12**	**12**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in bulky waste revenue	0.113
Increase in revenue from garbage cart billings	0.050
Decrease in small commercial revenue	(0.157)
	0.006

2 Expenses

Increase in collection contract costs	0.864
Increase in landfill tipping fees	0.209
Decrease in salaries and benefits	(0.206)
Miscellaneous adjustments	(0.061)
	0.806

Full-time Equivalent Positions

Decrease due to refinement of service-based view.

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.

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	2012	2013	2014
Number of tonnes disposed	432,653	394,924	392,996
Total number of small load vehicles*	93,585	93,506	91,968
Total number of commercial and residential vehicles	62,537	67,485	65,691
Number of landfill accounts	823	851	906
Number of landfill billings per year	9,876	10,212	10,872

* 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 $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	21.287	14.147	15.169		15.866	16.273
Provincial funding (service specific)	5.197	1.939	2.084		2.057	2.059
Revenues	**26.484**	**16.086**	**17.253**	**1**	**17.923**	**18.331**
Salaries and benefits	3.393	3.884	3.136		3.241	3.367
Services	7.267	7.997	7.955		8.091	8.115
Materials, parts, and supplies	0.623	0.643	0.561		0.563	0.566
Assets and purchases	0.000	0.091	0.095		0.095	0.005
Debt and finance charges*	0.446	0.366	0.335		0.398	0.462
Grants, transfers and other	1.632	0.673	0.833		0.843	0.853
Recoveries	(0.087)	(0.005)	(0.005)		(0.005)	(0.005)
Expenses	**13.274**	**13.647**	**12.909**	**2**	**13.225**	**13.363**
Surplus/(Deficit)	**13.210**	**2.439**	**4.344**		**4.698**	**4.968**
Full-time Equivalent Positions	**53**	**53**	**41**		**41**	**41**

***2014 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 2016 Change from 2015

(in millions of $)

1 Revenues

Net increase in tipping fee revenue	0.976
Increase in government grants	0.145
Miscellaneous adjustments	0.046
	1.167

2 Expenses

Decrease in salaries and benefits	(0.748)
Decrease in leachate hauling costs	(0.254)
Decrease in fleet and equipment costs	(0.123)
Increase in allocated department costs	0.306
Miscellaneous adjustments	0.081
	(0.738)

Full-time Equivalent Positions

Decrease due to refinement of service based view including reallocation to Recycling and Waste Diversion.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Brady Landfill Rehab Reserve	5.280	5.646	6.160	6.681	7.211

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	5.750	18.700	24.450

Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

Description

2014 was the second year of implementation of the Comprehensive Integrated Waste Management Strategy (CIWMS). Winnipeg's diversion rate in 2014 was 29.7%, surpassing the 2014 targeted diversion rate of 25%.

In 2014 we experienced a 28% increase in yard waste composted and a 1.6% increase in recycling material collected through curbside, depot and public space collection programs.

In its first full year of operation, the new landfill gas system at the Brady Road Resource Management Facility captured and flared 109,740 tonnes of carbon dioxide. This is equivalent to avoiding the carbon dioxide emissions of 23,046 passenger cars.

In 2014, almost 30,000 metric tonnes of yard waste was composted on the nine-hectare compost pad. Additionally, construction was completed on a new three-hectare pilot facility at the Brady Road Resource Management Facility that will compost about 20% of the more than 50,000 tonnes of the nutrient-rich end product of sewage treatment (biosolids) produced each year at the City's three sewage treatment plants.

Waste minimization services include waste diversion depots and an educational program that supports backyard composting, grasscycling, giveaway weekends, and other waste diversion initiatives.

The Brady Road Resource Management Facility is the future home to the first 4R Winnipeg Depot, scheduled to open in early 2016.

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	2012	2013	2014
Number of dwelling units served	283,546	286,600	289,137
Weight of residential recycling material collected (tonnes)	48,133	53,657	54,464
Average weight of residential recycling per household (kg)	170	187	188
Total compostable yard waste (tonnes)	11,327	23,223	29,754
Total Chip-In program recycling (tonnes)	71	66	48
Average commodity price per tonne of recyclables sold	$97.40	$88.17	$95.02

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	10.064	20.940	22.788		24.890	27.861
Provincial funding (service specific)	0.029	2.790	3.295		3.295	3.295
Revenues	**10.093**	**23.730**	**26.083**	**1**	**28.185**	**31.156**
Salaries and benefits	2.008	2.626	4.137		5.148	6.288
Services	17.846	19.824	20.735		23.878	31.083
Materials, parts, and supplies	0.072	0.160	0.393		0.517	0.650
Assets and purchases	0.059	0.197	0.168		0.171	0.175
Debt and finance charges	-	2.376	2.377		2.937	3.504
Grants, transfers and other	0.054	0.368	0.103		0.103	0.103
Recoveries	(0.027)	(0.387)	(0.692)		(0.708)	(0.729)
Expenses	**20.013**	**25.165**	**27.222**	**2**	**32.046**	**41.074**
Surplus/(Deficit)	**(9.920)**	**(1.435)**	**(1.139)**		**(3.861)**	**(9.918)**
Full-time Equivalent Positions	**27**	**40**	**66**		**81**	**98**

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 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in small load tipping fees	0.958
Increase in waste diversion user fee	0.734
Increase in government grants	0.505
Miscellaneous adjustments	0.156
	2.353

2 Expenses

Increase in salaries and benefits	1.512
Increase in collection costs for leaf and yard waste	0.518
Increase in recycling processing costs	0.428
Increase in fleet costs	0.418
Decrease in composting costs for leaf and yard waste	(0.324)
Decrease in transfer to the Waste Diversion Reserve	(0.300)
Miscellaneous adjustments	(0.195)
	2.057

Full-time Equivalent Positions

Increase due to additional positions for the 4R Winnipeg Depots and refinement of service-based view.

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Recycling	Revenue	10.093	16.689	17.184	19.077	21.715
	Operating expenses	19.831	19.286	19.673	22.533	29.477
	Transfer to Capital	-	-	-	-	-
		(9.739)	(2.597)	(2.490)	(3.456)	(7.762)
Waste Diversion	Revenue	-	7.041	8.899	9.108	9.442
	Operating expenses	0.181	5.879	7.549	9.513	11.597
	Transfer to Capital	-	-	-	-	-
		(0.181)	1.162	1.351	(0.406)	(2.156)
Surplus/(Deficit)		**(9.920)**	**(1.435)**	**(1.139)**	**(3.861)**	**(9.918)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Waste Diversion Reserve	1.312	2.369	1.694	1.522	1.526

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	0.400	4.750	5.150

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City Planning

Includes:

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

Description

To manage a wide range of planning initiatives, such as the OurWinnipeg Development Plan and Complete Communities Direction Strategy, which guide growth and change in Winnipeg. The service reviews ongoing development proposals in a fair and objective manner to ensure the creation of sustainable and complete communities that are responsive to community values, while advising Council on planning processes and development applications. The service enables development and growth that follows the City's development plan through local area planning initiatives, policies, regulations, guidelines and tools while working collaboratively with stakeholders.

Key Goals

1. Support the implementation of OurWinnipeg through a range of effective tools and guidelines.
2. Ensure the City has an adequate supply of land to accommodate projected growth in a sustainable manner.
3. Enhance existing infrastructure and assets in ways that make most amenities for daily living universally accessible.
4. Integrate land use and infrastructure planning in support of the creation of complete communities.

Service Level Statistics

Description	2012	2013	2014
No. of Development Servicing Agreements Administered	34	17	53
No. of Urban Design Applications Reviewed	111	82	89
No. of Zoning Agreements Processed	82	46	83
No. of Survey Information Requests (for construction work)	1,974	2,307	2,216
No. of Surveys Performed (Contract / In-house)	38 / 106	45 / 95	32 / 70
No. of Survey Monuments Restored	148	88	32
No. of Street Closings / Openings	16	29	15
Number of new *greenfield dwelling units	2,127	1,900	2,096
Number of new **infill dwelling units	1,056	1,184	2,149
No. of new dwelling units within 400 meters of a regional mixed-use corridor	256	476	872

* Greenfield refers to units built in areas designated as 'Emerging Communities' and 'New Communities'. 'Emerging Communities' are a subset of 'Areas of Stability - Recent Communities' that have been recently planned and are still under development.

** Infill refers to units built in 'Areas of Stability', excluding 'Emerging Communities'.

City Planning

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.028	0.003	0.003		-	0.001
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.028**	**0.003**	**0.003**	**1**	**0.000**	**0.001**
Salaries and benefits	1.231	1.440	1.479		1.522	1.574
Services	0.161	0.200	0.217		0.190	0.191
Materials, parts, and supplies	0.002	0.003	0.003		0.003	0.003
Assets and purchases	0.003	0.004	0.004		0.004	0.004
Debt and finance charges	0.033	0.014	0.012		0.012	0.012
Grants, transfers and other	0.024	0.040	0.043		0.043	0.043
Recoveries	(0.039)	(0.066)	(0.072)		(0.073)	(0.075)
Operating expenses	**1.415**	**1.634**	**1.687**		**1.701**	**1.752**
Transfer to Capital	0.312	0.367	0.221		0.344	0.302
Total Expenses	**1.727**	**2.001**	**1.908**	**2**	**2.044**	**2.055**
Mill Rate Support/(Contribution)	**1.698**	**1.998**	**1.905**		**2.044**	**2.054**
Full-time Equivalent Positions	**14**	**16**	**16**		**16**	**16**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.039
Transfer to Capital	(0.146)
Miscellaneous adjustments	0.014
	(0.093)

City Planning

Service Detail Sub-service (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Area Dev & Renewal Planning	Revenue	0.026	0.002	0.002	-	-
	Operating expenses	1.121	1.144	1.162	1.179	1.218
	Transfer to Capital	0.177	0.122	0.076	0.116	0.102
		1.272	1.265	1.236	1.294	1.320
City-wide Long Range Planning	Revenue	0.002	0.002	0.002	-	-
	Operating expenses	0.294	0.490	0.525	0.522	0.535
	Transfer to Capital	0.134	0.245	0.146	0.228	0.200
		0.427	0.733	0.669	0.750	0.734
Mill Rate Support/(Contribution)		**1.698**	**1.998**	**1.905**	**2.044**	**2.054**

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 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	2012	2013	2014
Targeted Development Grant Programs - # of units created	479	399	200
Housing Reserve - $ invested in neighbourhood revitalization and aboriginal housing via housing coordination, infill development, fix up grants, etc.	872,699	788,230	1,021,578
Homelessness Partnering Strategy - Funds invested to address homelessness*	0	1,261,186	11,340,578
Building Communities Funding ($ 000's) / Projects completed	$2,750/10	$3,900/21	$4,205/34
Number of Park Projects (New / Completed)	34/27	60/57	37/32
Number of Neighbourhood Development Projects (participated in) **	93	71	57
Number of Community Networks (participated in) **	120	112	45
Number of Community Consultations Facilitated **	34	28	16
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Aboriginal citizen participation in the civic system***	13	22	22
Number of external partnerships and initiatives maintained, developed or enhanced that support Aboriginal citizens participation in Winnipeg's economy***	9	24	30

* Federal Fiscal Year (April to March)

** Community Development and Recreation Services. The decreases in the measures for 2014 are a result of a reduction in resources allocated to community development-related supports.

*** Please note that 2012 reflects Aboriginal Youth Strategy, Oshki Annishinabe Nigaaniwak (OAN) statistics only and 2013/2014 include additional partnerships and initiatives due to the creation of the Aboriginal Relations Division in Corporate Support Services.

Neighbourhood Revitalization

Contributing Departments

Community Services 38 %
Planning, Prop. & Devl. 36 %
Corporate Accounts 26 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	1.723	1.002	0.893		0.641	0.641
Provincial funding (service specific)	0.018	0.250	0.250		0.250	0.250
Revenues	**1.741**	**1.252**	**1.143**	**1**	**0.891**	**0.891**
Salaries and benefits	2.488	2.417	2.389		2.445	2.526
Services	0.364	0.292	0.224		0.215	0.216
Materials, parts, and supplies	0.021	0.016	0.016		0.014	0.016
Assets and purchases	0.003	0.007	0.007		0.007	0.007
Debt and finance charges	1.579	0.737	0.572		0.484	0.432
Grants, tranfers and other	3.085	3.775	4.269		4.595	4.245
Recoveries	(0.289)	(0.713)	(0.259)		(0.247)	(0.255)
Operating expenses	**7.253**	**6.531**	**7.218**		**7.512**	**7.186**
Transfer to Capital	2.162	1.877	1.811		1.926	1.932
Total Expenses	**9.415**	**8.408**	**9.028**	**2**	**9.438**	**9.118**
Mill Rate Support/(Contribution)	**7.674**	**7.156**	**7.885**		**8.547**	**8.227**
Full-time Equivalent Positions	**31**	**29**	**28**		**29**	**29**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in federal grants related to the Homelessness Partnering Strategy program due to change in accounting from federal recoveries	0.391
Decrease in transfer from Housing Rehabilitation Investment Reserve	(0.500)
	(0.109)

2 Expenses

Decrease in federal recoveries due to change in accounting to federal grants	0.391
Increase in grants for City's share of operating losses related to social housing projects in accordance with funding arrangements	0.390
Decrease in debt and finance charges	(0.165)
Transfer to Capital	(0.066)
Miscellaneous adjustments	0.070
	0.620

Full-time Equivalent Positions

Decrease due to the refinement of the service based view.

Neighbourhood Revitalization

Service Detail Sub-service (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Community Development	Revenue	0.018	0.501	0.501	0.500	0.500
	Operating expenses	4.191	4.401	4.395	4.665	4.309
	Transfer to Capital	2.158	1.877	1.807	1.924	1.929
		6.331	5.777	5.701	6.088	5.738
Housing Initiatives	Revenue	1.723	0.751	0.642	0.391	0.391
	Operating expenses	3.062	2.130	2.823	2.847	2.877
	Transfer to Capital	0.004	-	0.004	0.002	0.003
		1.343	1.379	2.185	2.458	2.488
Mill Rate Support/(Contribution)		**7.674**	**7.156**	**7.885**	**8.547**	**8.227**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Housing Rehab Invest Reserve	2.158	4.136	3.888	3.890	3.891
Multi-Family Dwell Tax Inv Res	5.536	4.600	5.140	5.782	5.650

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	2.590	20.462	23.052

Development Approvals, Building Permits and Inspections

Includes:

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

Description

Ensure compliance with provincial building codes, 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:

- Plan examination
- Inspections for compliance with codes and other by-law standards
- Enforcement action including warnings, penalties, and charges

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 and non-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.
6. Transparency of actual performance to targets.

Service Level Statistics

Description	2012	2013	2014
Total New Dwelling Units Created	3,574	3,730	4,625
Permit Volumes			
Total Residential Permits Issued	6,950	5,724	5,791
Total Non-Residential Permits Issued	3,054	2,644	2,739
Total Other Building Permits Issued	17,413	17,675	17,598
Total Permits Issued	27,417	26,043	26,128
Total Permit Fees	$18,609,452	$20,776,399	$22,074,814
Permit Values (in thousands of $)			
Total for Residential Permit Values	753,421	762,972	849,373
Total for Non-Residential Permit Values	777,040	1,001,665	675,922
Total Permit Values	1,530,460	1,764,637	1,525,295
Plan Examination Volume (Number of Plans Reviewed):			
Residential	4,253	3,747	4,455
Commercial	4,773	4,859	5,764
TOTAL	9,026	8,606	10,219
Inspection Volume (Number Conducted):			
Residential	44,635	55,001	65,526
Commercial	42,345	36,486	41,824

Development Approvals, Building Permits and Inspections

Contributing Departments

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

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	25.315	20.989	24.758		26.034	26.528
Provincial funding (service specific)	-	-	-		-	-
Revenues	**25.315**	**20.989**	**24.758**	**1**	**26.034**	**26.528**
Salaries and benefits	15.134	14.418	16.346		15.498	15.976
Services	1.545	1.594	1.648		1.564	1.565
Materials, parts and supplies	0.105	0.101	0.090		0.091	0.091
Assets and purchases	0.098	0.085	0.084		0.084	0.084
Debt and finance charges	0.305	0.305	0.303		0.303	0.303
Grants, transfers and other	1.221	0.625	0.606		0.606	0.606
Recoveries	(0.468)	(0.333)	(1.603)		(0.284)	(0.284)
Operating expenses	**17.941**	**16.795**	**17.475**		**17.862**	**18.340**
Transfer to Capital	0.888	0.171	0.208		0.223	0.216
Total Expenses	**18.829**	**16.966**	**17.682**	**2**	**18.085**	**18.557**
Mill Rate Support/(Contribution)	**(6.486)**	**(4.023)**	**(7.076)**		**(7.949)**	**(7.972)**
Full-time Equivalent Positions	**199**	**180**	**200**		**183**	**183**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in land development, variance and conditional use fees to move toward full cost recovery	2.093
Increase in regulation fee revenue due to inflation and revised volume estimate	1.301
Enforcement of non-compliance with Residential Fire Safety by-law	0.375
	3.769

2 Expenses

Increase in salaries and benefits due to temporary positions funded through the Permit Reserve	1.320
Increase in salaries and benefits due to collective agreements	0.376
Increase in salaries and benefits due to addition of 4 positions related to land development, zoning and permits, and inspections	0.232
Transfer to Capital	0.037
Increase in FTE recoveries from Permit Reserve for temporary staff	(1.320)
Miscellaneous adjustments	0.071
	0.716

Full-time Equivalent Positions

Increase due to addition of 18 temporary positions funded through the Permit Reserve, the addition of 4 positions as noted above (prorated to 3 FTE's in 2016), offset by a reduction of 1 position due to transfer to Economic Development service.

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Res Dev Approvals & Inspection	Revenue	7.611	6.349	7.482	7.860	8.010
	Operating expenses	8.725	8.078	8.392	8.602	8.829
	Transfer to Capital	0.527	0.171	0.148	0.187	0.173
		1.641	1.900	1.059	0.929	0.993
Com Dev Approvals & Inspection	Revenue	17.704	14.640	17.276	18.174	18.519
	Operating expenses	9.215	8.717	9.082	9.260	9.511
	Transfer to Capital	0.362	-	0.060	0.036	0.043
		(8.127)	(5.923)	(8.134)	(8.878)	(8.965)
Mill Rate Support/(Contribution)		**(6.486)**	**(4.023)**	**(7.076)**	**(7.949)**	**(7.972)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Permit Reserve	1.014	1.510	0.604	0.605	0.607

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:
- Collaborate with the Province of Manitoba, Economic Development Winnipeg, CentreVenture and other stakeholders to deliver Winnipeg's Economic Development Strategy.
- 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.
- Support 16 Business Improvement Zones (BIZ), representing more than 4,500 businesses throughout the City.

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	2012	2013	2014
Residential Building Permits Issued	7,028	5,795	5,844
Residential Building Permit Value (in millions)	$762	$768	$861
Commercial Building Permits Issued	3,086	2,666	2,751
Commercial Building Permit Value (in millions)	$779	$1,014	$676
Total Building Permit Value (in millions)	$1,514	$1,782	$1,538
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	17	21	21
Construction Value of Downtown Projects Above (in millions)	$4	$36	$31
Number of Major City-Wide Development Projects (>$2 million)	93	94	91
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$575	$653	$582
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,796	16 / 4,781	16 / 4,751

Economic Development

Contributing Departments

Planning, Prop. & Devl.	65 %
City Clerks	16 %
Mayor's Office	12 %
Corporate	7 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.401	0.001	1.401		0.000	0.000
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.401**	**0.001**	**1.401**	**1**	**0.000**	**0.000**
Salaries and benefits	0.371	0.320	0.406		0.414	0.426
Services	0.379	0.468	0.490		0.470	0.470
Materials, parts and supplies	0.035	0.024	0.024		0.024	0.024
Assets and purchases	0.004	0.002	0.002		0.002	0.002
Debt and finance charges	0.553	0.355	0.153		0.147	0.142
Grants, transfers and other	0.707	0.420	0.920		0.320	0.320
Recoveries	(0.008)	(0.008)	(0.008)		(0.008)	(0.008)
Operating expenses	**2.041**	**1.583**	**1.987**		**1.370**	**1.376**
Transfer to Capital	0.002	-	0.002		0.001	0.001
Total Expenses	**2.043**	**1.583**	**1.989**	**2**	**1.371**	**1.378**
Mill Rate Support/(Contribution)	**1.642**	**1.582**	**0.588**		**1.371**	**1.378**
Full-time Equivalent Positions	**4**	**3**	**4**		**4**	**4**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

One-time transfer from Economic Development Investment Reserve	1.400
	1.400

2 Expenses

Increase in Centre Venture operating grant	0.500
Increase in salaries and benefits due to transfer of 1 position from Development Approvals, Building Permits and Inspections service	0.084
Decrease in debt and finance charges	(0.202)
Miscellaneous adjustments	0.024
	0.406

Full-time Equivalent Positions

Increase due to transfer of 1 position as noted above.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Economic Dev Invest Reserve	3.698	3.523	0.820	0.625	0.534

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	2012	2013	2014
Total Listed Historic Resources	235	237	242
Total Nominated Resources	n/a	n/a	132
Total Commemorated Resources	n/a	n/a	337
Number of Nominated Resources Evaluated for Historical Listing	7	9	14
Number of Nominated Resources Listed as Historical	6	2	7
Number of Nominated Resources Pending Listing	3	2	7
Number of Resources Commemorated*	n/a	n/a	5
Number of Historical Resources Evaluated for De-listing	1	3	1
Number of Heritage Resources De-Listed	1	3	0
Number of Buildings Receiving Heritage Support from City Council **	5	0	25
Number of Heritage Permits Issued	19	20	21

* The Commemorated list came into effect June 1, 2014 with the enactment of the Historical Resources By-law 55/2014.

** These numbers were changed starting in 2014 to reflect the total number of buildings receiving the Heritage Conservation Tax Credit as well as funding support through the Gail Parvin Hammerquist Fund.

Heritage Conservation

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.026	0.247	0.268		0.274	0.282
Services	0.005	0.014	0.013		0.011	0.012
Materials, parts, and supplies	-	0.001	0.001		0.001	0.001
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.005	0.002	0.002		0.002	0.002
Grants, transfers and other	0.030	0.057	0.057		0.057	0.057
Recoveries	(0.002)	(0.043)	(0.047)		(0.048)	(0.049)
Operating expenses	**0.064**	**0.278**	**0.294**		**0.297**	**0.304**
Transfer to Capital	-	0.294	0.168		0.269	0.235
Total Expenses	**0.064**	**0.571**	**0.462**	**2**	**0.566**	**0.539**
Mill Rate Support/(Contribution)	**0.064**	**0.571**	**0.462**		**0.566**	**0.539**
Full-time Equivalent Positions	**0**	**3**	**3**		**3**	**3**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues:

n/a

2 Expenses

Transfer to Capital	(0.126)
Miscellaneous adjustments	0.017
	(0.109)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Heritage Investment Reserve	0.304	0.143	0.004	0.024	0.050

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	0.200	1.271	1.471

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. Develop and implement a Real Estate Transaction Management Framework (RETMF).
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	2012	2013	2014
Land & Property			
Property Sales / Gross Revenues from Sales Closed	47/$15.0M	27/$39.1M	47/$24.8M
Number of Individual Leases / Gross Revenue from Leasing	±582/$3.76M	±589/$3.55M	±625/$3.31M
Municipal Accommodations			
Estimated Market Value	$3-$4B	$3-$4B	$3-$4B
Number of Buildings / Total Square Footage (Owned & Leased)	472/5.4M sq ft	470/5.6M sq ft	475/6.3M sq ft
Replacement Value City Owned Buildings Receiving Facilities Maintenance Services	$1.22B	$1.28B	$1.89B

NOTE: M = millions
B = billions

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	15.485	17.678	16.022		13.407	11.566
Provincial funding (service specific)	-	-	-		-	-
Revenues	**15.485**	**17.678**	**16.022**	**1**	**13.407**	**11.566**
Salaries and benefits	2.786	3.091	3.311		3.389	3.486
Services	0.208	0.206	0.292		0.214	0.214
Materials, parts, and supplies	0.014	0.013	0.016		0.016	0.016
Assets and purchases	0.013	0.015	0.019		0.019	0.019
Debt and finance charges	0.047	0.020	0.018		0.017	0.017
Grants, transfers and other	8.313	17.932	12.287		11.673	11.673
Recoveries	(0.992)	(1.138)	(1.165)		(1.173)	(1.184)
Operating expenses	**10.390**	**20.138**	**14.777**		**14.155**	**14.241**
Transfer to Capital	0.048	0.150	0.058		0.335	0.282
Total Expenses	**10.438**	**20.288**	**14.835**	**2**	**14.489**	**14.522**
Mill Rate Support/(Contribution)	**(5.047)**	**2.610**	**(1.187)**		**1.082**	**2.957**
Full-time Equivalent Positions	**35**	**39**	**41**		**41**	**41**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in transfer from Municipal Accommodations Fund	5.544
Decrease in transfer from Land Operating Reserve	(7.200)
	(1.656)

2 Expenses

Increase in salaries and benefits due to refinement of service based view	0.220
Decrease in transfer to Municipal Accommodations Fund for vacant, common, and corporate space	(5.581)
Transfer to Capital	(0.092)
	(5.453)

Full-time Equivalent Positions

Increase due to the refinement of the service based view.

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Municipal Accommodations	Revenue	3.625	10.472	16.016	13.407	11.565
	Operating expenses	8.664	18.192	12.794	12.157	12.182
	Transfer to Capital	0.026	-	0.036	0.022	0.026
		5.065	7.720	(3.185)	(1.228)	0.643
Land and Property	Revenue	11.860	7.206	0.006	0.001	0.001
	Operating expenses	1.726	1.946	1.983	1.997	2.059
	Transfer to Capital	0.022	0.150	0.022	0.313	0.256
		(10.112)	(5.110)	1.998	2.310	2.314
Mill Rate Support/(Contribution)		**(5.047)**	**2.610**	**(1.187)**	**1.082**	**2.957**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Land Operating Reserve	39.759	26.715	12.209	14.275	14.246

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	0.200	1.939	2.139

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	74.276	85.464	74.848		76.714	81.252
Provincial funding (service specific)	0.321	0.250	0.250		0.250	0.250
Revenues	**74.597**	**85.714**	**75.098**	**1**	**76.964**	**81.502**
Salaries and benefits	18.585	18.919	20.285		20.696	21.216
Services	30.217	30.769	29.568		29.236	29.296
Materials, parts, supplies	5.666	5.086	5.084		5.026	5.082
Assets and purchases	0.014	0.027	0.027		0.027	0.027
Debt and finance charges	8.477	11.418	3.523		4.337	4.827
Grants, transfers and other	5.944	11.787	17.337		14.736	12.895
Recoveries	(4.206)	(2.764)	(3.201)		(3.215)	(3.215)
Operating expenses	**64.696**	**75.242**	**72.183**		**68.552**	**63.775**
Transfer to Capital	9.901	10.472	2.474		6.120	11.374
Total Expenses	**74.597**	**85.714**	**75.098**	**2**	**76.964**	**81.502**
Surplus/(Deficit)	**0.000**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**287**	**282**	**295**		**296**	**296**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in transfer from General Revenue Fund for accommodation charges	0.734
Increase in rental rates - encroachments	0.375
Increase in transfer from other departments and miscellaneous adjustments	0.045
Decrease in transfer from the Police Service, related to debt and finance charges for Police Headquarters recorded directly in Police Service budget effective 2016	(7.819)
Decrease in transfer from Community Services for capital expenditures	(3.951)
	(10.616)

2 Expenses

Increase in transfer to General Revenue Fund	5.544
Increase in salaries and benefits for 13 temporary maintenance staff for Police Headquarters and the Office Tower complex	0.868
Increase in salaries and benefits	0.498
Transfer to Capital	(7.998)
Debt and finance charges for Police Headquarters recorded directly in Police Service budget effective 2016	(7.819)
Decrease in contract services that offset temporary Police Headquarters' positions noted above	(0.868)
Increase in recoveries relating to Fire Paramedic locations	(0.275)
Decrease in utilities cost related to delayed occupancy of Police Headquarters	(0.265)
Decrease in utilities cost	(0.150)
Miscellaneous adjustments	(0.151)
	(10.616)

Property Asset Management - Municipal Accommodations

Full-time Equivalent Positions

Increase of 13 temporary FTE's in 2016 to provide maintenance support to the Police Headquarters and the Office Tower complex.

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Municipal Accommodations	Revenue	52.030	62.768	56.168	55.827	55.881
	Operating expenses	45.964	56.689	53.988	51.811	50.663
	Transfer to Capital	5.999	6.080	2.033	3.828	5.021
		(0.724)	-	(0.148)	(0.187)	(0.197)
Pool Facilties	Revenue	14.213	14.382	11.765	13.154	14.807
	Operating expenses	10.654	10.373	11.098	11.382	11.645
	Transfer to Capital	2.810	3.300	0.279	1.470	2.862
		(0.748)	(0.709)	(0.388)	(0.303)	(0.301)
Arena Facilities	Revenue	4.876	5.328	4.446	4.647	5.175
	Operating expenses	5.627	5.651	5.109	5.177	5.289
	Transfer to Capital	0.363	0.363	0.008	0.108	0.533
		1.115	0.686	0.671	0.638	0.647
Recreation Centres	Revenue	1.952	1.707	1.644	1.929	3.824
	Operating expenses	1.713	1.628	1.519	1.546	1.584
	Transfer to Capital	0.200	0.200	0.103	0.353	2.213
		(0.039)	0.121	(0.023)	(0.030)	(0.027)
Community Centre Facilities	Revenue	1.527	1.529	1.075	1.408	1.816
	Operating expenses	0.737	0.901	0.911	0.928	0.948
	Transfer to Capital	0.529	0.529	0.052	0.362	0.746
		(0.262)	(0.099)	(0.112)	(0.119)	(0.122)
Surplus/(Deficit)		**-**	**-**	**-**	**-**	**-**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	3.166	19.777	22.943

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	2012	2013	2014
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections	0	880	1,056
Lineal Feet of New Field of Honour Precast Beam foundation installed	84	84	0
Number of Individual Foundations Installed	42	26	30
Number of Educational Tours	9	9	10
Number of Interment Sites Re-leveled and Re-seeded	955	3,565	929
Number of Field of Honour Interment Sites re-landscaped	0	257	0
Number of Trees Planted	119	101	119
Lineal feet of existing Field of Honour Precast Beam refurbished	623	0	0

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projections
Service revenue	1.239	1.192	1.321		1.404	1.444
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.239**	**1.192**	**1.321**	**1**	**1.404**	**1.444**
Salaries and benefits	1.537	1.523	1.629		1.680	1.722
Services	0.505	0.533	0.544		0.555	0.562
Materials, parts and supplies	0.154	0.125	0.101		0.097	0.098
Assets and purchases	0.009	0.009	0.008		0.008	0.008
Debt and finance charges	0.041	0.024	0.023		0.023	0.022
Grants, transfers and other	0.148	0.130	0.183		0.196	0.200
Recoveries	(0.379)	(0.313)	(0.321)		(0.324)	(0.332)
Operating expenses	**2.013**	**2.031**	**2.167**		**2.234**	**2.279**
Transfer to Capital	0.204	0.260	0.236		0.210	0.253
Total Expenses	**2.217**	**2.291**	**2.403**	**2**	**2.444**	**2.532**
Mill Rate Support/(Contribution)	**0.979**	**1.099**	**1.082**		**1.040**	**1.088**
Full-time Equivalent Positions	**25**	**24**	**25**		**26**	**26**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in Cemeteries revenues due to inflation and increased sales volume of cemetery services and interment products	0.129
	0.129

2 Expenses

Increase in salaries and benefits in accordance with collective agreements and addition of a Clerk C	0.106
Increase in transfer to Perpetual Maintenance Funds	0.052
Transfer to Capital	(0.024)
Miscellaneous adjustments	(0.022)
	0.112

Full-time Equivalent Positions

Increase of a Clerk C due to increased client contact in Brookside office (prorated for 9 months in 2016) as well as refinement of the service based view.

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Perpetual Mtce-Brookside Cem	14.938	15.696	16.056	16.457	16.871
Perpetual Mtce-St Vital Cem	0.880	1.115	1.159	1.205	1.252
Perpetual Mtce-Transona Cem	0.615	0.777	0.808	0.840	0.873

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	0.432	2.002	2.434

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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 responses 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 investigations 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 events such as professional sporting matches and film industry productions. The Service must efficiently marshal its resources to ensure that adequate response is always available to answer to public needs.

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	2012	2013	2014
Police Officer Complement (Authorised)	1,442	1,463	1,430
Civilian Staff Complement (Authorised)	440	465	477
Total Calls for Service to the Communications Centre	596,963	530,620	532,304
Police-initiated events	49,224	63,606	79,344
% of Total Calls	27.29%	34.20%	39.07%
Dispatched via Alternate Phone Response (APR)	3,320	1,534	1,131
% of Total Calls	1.84%	0.80%	0.56%
Total Dispatched and Police-Initiated Calls	180,369	185,837	203,103
% of Total Calls	30.21%	35.02%	38.16%
Calls Handled via Other Means	416,594	344,783	329,201
% of Total Calls	69.79%	64.98%	61.84%
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0: Major Disaster; Officer in Need of Assistance	600	616	554
Priority 1: Danger to Life or Grievous Bodily Harm	1,900	1,948	2,012
Priority 2: Impending Danger to Life or Grievous Bodily Harm	12,078	11,057	11,959
Priority 3: Urgent Person Incident	65,784	61,696	64,094
Priority 4: Urgent Property Incident	7,341	7,056	6,973
Priority 5: Non-Urgent Person Incident	19,627	18,588	17,371
Priority 6: Non-Urgent Property Incident	2,722	2,587	2,268
Priority 7: Low Risk or Threat	56,914	70,380	79,272
Priority 8: Telephone Response	6,073	6,089	11,530
Priority 9: Planned Response	7,330	5,820	7,070

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	7.454	4.154	4.829		4.612	4.468
Provincial funding (service specific)	16.923	16.891	17.256		17.188	17.359
Revenues	**24.377**	**21.045**	**22.085**	**1**	**21.800**	**21.827**
Salaries and benefits	182.541	184.122	192.224		196.030	200.054
Services	10.241	10.792	11.078		11.183	11.421
Materials, parts, and supplies	4.464	4.523	4.267		4.323	4.365
Assets and purchases	2.207	1.568	1.501		1.509	1.512
Debt and finance charges	0.477	5.873	8.144		8.974	9.481
Grants, transfers and other	9.112	4.775	4.897		6.644	6.646
Recoveries	(0.620)	(0.377)	(0.233)		(0.235)	(0.237)
Operating expenses	**208.423**	**211.275**	**221.878**		**228.428**	**233.241**
Transfer to Capital	4.143	4.986	8.278		2.790	5.872
Total Expenses	**212.566**	**216.261**	**230.156**	**2**	**231.218**	**239.113**
Mill Rate Support/(Contribution)	**188.189**	**195.216**	**208.070**		**209.417**	**217.286**
Full-time Equivalent Positions	**1,567**	**1,551**	**1,558**		**1,565**	**1,567**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in MPI funding related to accident prevention at high-risk intersections	0.500
Increase in Provincial funding for the Police helicopter	0.290
Increase in Provincial funding related to the Gang Response and Suppression Plan (GRASP)	0.150
Miscellaneous adjustments	0.100
	1.040

2 Expenses

Increase in salaries and benefits	8.102
Increase in facility costs, mainly related to the Police Headquarters	3.622
Transfer to Capital	3.292
Increase in debt and finance costs, mainly related to the new Police Headquarters	2.271
Increase in uniform costs	0.147
Increase in IT consulting costs	0.105
Corporate adjustment to reflect a year over year increase of 6.32% for Police Service expenditures overall	(3.500)
Decrease in fuel costs due to lower price forecasts	(0.390)
Miscellaneous adjustments	0.246
	13.895

Full-time Equivalent Positions

Net increase of 7 FTEs due to the inclusion of FTEs that were delayed from the previous year, offset by an adjustment to vacancy management. These positions relate to 8 cadets for headquarters security and 2 positions for Transit buses.

Police Response

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Police Response	Revenue	17.177	16.750	17.214	16.920	17.008
	Operating expenses	129.033	134.849	141.357	147.923	152.789
	Transfer to Capital	4.143	4.986	8.278	2.790	5.872
		115.999	123.085	132.421	133.793	141.653
Contract Policing	Revenue	4.369	1.525	1.390	1.450	1.457
	Operating expenses	3.675	1.630	1.565	1.595	1.635
	Transfer to Capital	-	-	-	-	-
		(0.694)	0.105	0.175	0.145	0.179
Crime Investigation	Revenue	2.818	2.739	3.418	3.416	3.355
	Operating expenses	66.038	68.512	70.687	73.219	75.561
	Transfer to Capital	-	-	-	-	-
		63.220	65.773	67.269	69.804	72.206
Police Training	Revenue	0.012	0.031	0.063	0.015	0.007
	Operating expenses	9.677	6.284	8.269	5.691	3.256
	Transfer to Capital	-	-	-	-	-
		9.664	6.253	8.206	5.676	3.248
Mill Rate Support/(Contribution)		**188.189**	**195.216**	**208.070**	**209.417**	**217.286**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	13.197	44.216	57.413

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	2012	2013	2014
Community Policing [1]			
Number of Commercial/Business Crime Prevention Presentations	10	33	6
Number of Personal/Residential Crime Prevention Presentations	130	134	177
Number of Cultural/Diversity Presentations by Diversity Relations Officers	67	68	79
Number of Safety Audits Conducted	1	4	11
Number of Special Event Attendances	179	244	235
Number of Community/Cultural Meeting Attendances by Diversity Relations Officers	45	87	100
Number of Cultural/Diversity Event Attendances by Diversity Relations Officers	21	69	92
Number of Crime Victim Follow-up Contacts	6,724	5,557	4,949
Number of School Presentations (during school year)	709	855	922
Park Patrol [2]			
Number of Criminal Code Occurrences	57	57	26**
Number of Provincial Statute Occurrences	134	338	26**
Number of Municipal By-Law Occurrences	119	169	120
Street Lighting [2]			
Number of Lane Lights [3]	8,397	8,402	8,403
Number of Street Lights [3]	65,639	65,695	66,297
Number of Streetscaping Lights (Decorative only) [3]	2,932	2,932	2,985
Number of Lighting Complaints Requiring a Lighting Upgrade	12*	7	6
Number of Lighting Complaints	58	87	84

[1] Includes only school presentations to May 29, 2014. Presentation data for June is not yet available.

[2] Data supplied by the Public Works Department.

[3] Data supplied by Manitoba Hydro.

* Restated.

** Part year only.

Crime Prevention

Contributing Departments

Police	72 %
Public Works	28 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	1.548	1.334	1.237		1.224	1.239
Provincial funding (service specific)	2.432	2.586	2.726		2.763	2.823
Revenues	**3.980**	**3.920**	**3.963**	**1**	**3.987**	**4.062**
Salaries and benefits	27.701	29.400	30.581		31.788	33.095
Services	12.493	13.179	13.584		14.249	14.948
Materials, parts and supplies	0.509	0.525	0.529		0.532	0.536
Assets and purchases	0.043	0.062	0.056		0.057	0.057
Debt and finance charges	0.001	-	-		-	-
Grants, transfers and other	1.174	0.655	0.968		1.179	1.180
Recoveries	(0.041)	(0.023)	(0.008)		(0.008)	(0.008)
Operating expenses	**41.880**	**43.798**	**45.712**		**47.798**	**49.807**
Transfer to Capital	-	-	-		-	-
Total Expenses	**41.880**	**43.798**	**45.712**	**2**	**47.798**	**49.807**
Mill Rate Support/(Contribution)	**37.900**	**39.879**	**41.749**		**43.811**	**45.745**
Full-time Equivalent Positions	**295**	**296**	**299**		**299**	**299**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.043
	0.043

2 Expenses

Increase in salaries and benefits	1.181
Increase in the cost of street lighting	0.441
Increase in facility costs, mainly related to the Police Headquarters	0.313
Miscellaneous adjustments	(0.021)
	1.914

Full-time Equivalent Positions

Increase of 3 FTEs due to transfers within the Police Service and refinement of the service based view.

Crime Prevention

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Community Policing	Revenue	2.760	2.929	3.015	3.036	3.095
	Operating expenses	24.128	25.530	27.067	28.372	29.526
	Transfer to Capital	-	-	-	-	-
		21.368	22.601	24.052	25.336	26.430
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	11.782	12.522	12.963	13.616	14.308
	Transfer to Capital	-	-	-	-	-
		11.782	12.522	12.963	13.616	14.308
Park Patrol	Revenue	-	-	-	-	-
	Operating expenses	0.902	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		0.902	-	-	-	-
Crime Prevention Initiatives	Revenue	1.220	0.991	0.948	0.951	0.967
	Operating expenses	5.068	5.747	5.682	5.810	5.973
	Transfer to Capital	-	-	-	-	-
		3.848	4.756	4.735	4.859	5.007
Mill Rate Support/(Contribution)		**37.900**	**39.879**	**41.749**	**43.811**	**45.745**

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	2012	2013	2014
Total Sworn Member Complement (authorized)	1,442	1,463	1,430
Total Sworn Traffic Member Complement [A]	42	44	44
Percentage of Total Complement	2.9%	3.0%	3.1%
Number of Residents per Sworn Traffic Member	16,781	15,894	16,119
General Traffic Enforcement			
Highway Traffic Act Provincial Offence Notices Issued	58,971	42,279	46,149
Photo Enforcement			
Red Light and Speeding Offences (Intersection Safety Cameras)	35,889	36,211	35,704
Speeding Offences (Mobile Photo Enforcement Units)	45,735	74,897	93,116
Impaired Driving			
Persons Charged with Impaired Driving	444	461	513
Persons Charged with Fail/Refuse to Provide a Breath/Blood Sample	160	155	109
Collisions			
Fatal Collisions	19	6	9
Fatalities	19	7	9
Serious Non-Fatal Collisions	13	16	9

[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:
Winnipeg Police Service Annual Statistical Reports
Winnipeg Police Central Traffic Unit
Photo Enforcement Safety Program Annual Report 2014: Just Slow Down

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	19.133	19.905	22.001		21.831	21.815
Provincial funding (service specific)	-	-	-		-	-
Revenues	**19.133**	**19.905**	**22.001**	**1**	**21.831**	**21.815**
Salaries and benefits	9.853	10.979	11.447		11.802	12.174
Services	4.530	5.410	6.154		6.188	6.288
Materials, parts, and supplies	0.169	0.205	0.188		0.190	0.192
Assets and purchases	0.026	0.049	0.046		0.046	0.046
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.337	0.242	0.384		0.459	0.459
Recoveries	(0.022)	(0.006)	(0.008)		(0.008)	(0.008)
Operating expenses	**14.894**	**16.879**	**18.211**		**18.678**	**19.151**
Transfer to Capital	-	-	-		-	-
Total Expenses	**14.894**	**16.879**	**18.211**	**2**	**18.678**	**19.151**
Mill Rate Support/(Contribution)	**(4.239)**	**(3.026)**	**(3.790)**		**(3.154)**	**(2.663)**
Full-time Equivalent Positions	**81**	**88**	**89**		**89**	**89**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in photo enforcement revenue	2.319
Decrease in traditional enforcement revenue	(0.200)
Miscellaneous	(0.023)
	2.096

2 Expenses

Increase in expenses related to photo enforcement	0.752
Increase in salaries and benefits	0.468
Increase in facility costs, mainly related to the Police Headquarters	0.142
Miscellaneous adjustments	(0.030)
	1.332

Full-time Equivalent Positions

Increase of 1 FTE due to transfers within the Police Service.

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Traffic Safety-Automated	Revenue	14.603	14.931	17.250	17.050	17.050
	Operating expenses	4.725	5.657	6.425	6.456	6.562
	Transfer to Capital	-	-	-	-	-
		(9.878)	(9.274)	(10.825)	(10.594)	(10.488)
Traffic Safety-Officer	Revenue	4.530	2.974	3.151	3.181	3.165
	Operating expenses	8.488	9.688	10.315	10.720	11.043
	Transfer to Capital	-	-	-	-	-
		3.958	6.714	7.165	7.539	7.879
Traffic Safety-Division	Revenue	-	2.000	1.600	1.600	1.600
	Operating expenses	1.681	1.534	1.470	1.501	1.546
	Transfer to Capital	-	-	-	-	-
		1.681	(0.466)	(0.130)	(0.099)	(0.054)
Mill Rate Support/(Contribution)		**(4.239)**	**(3.026)**	**(3.790)**	**(3.154)**	**(2.663)**

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	2012	2013	2014
Total Fires	2,773	1,926	1,596
Alarm - No Fire	7,673	7,558	7,961
Gas/Odor/Hazardous Materials Emergencies	1,038	924	1,013
Miscellaneous Emergencies	4,274	4,109	4,784
Rescue Emergencies	159	121	167
Fire Investigations	518	445	285
Arson Determinations*	286	n/a	n/a

* Winnipeg Police Service reports Arson Determinations.

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.549	0.420	0.726		0.712	0.698
Provincial funding (service specific)	4.582	3.726	3.726		3.726	3.726
Revenues	**5.131**	**4.146**	**4.453**	**1**	**4.439**	**4.424**
Salaries and benefits	97.706	99.722	103.425		105.629	108.391
Services	4.671	4.341	5.223		5.994	6.226
Materials, parts, and supplies	2.211	3.008	2.918		3.708	3.723
Assets and purchases	0.150	0.620	0.429		0.429	0.437
Debt and finance charges	0.844	0.739	0.798		0.835	0.780
Grants, transfers and other	1.109	1.043	1.012		1.014	1.015
Recoveries	(0.175)	(0.040)	(0.051)		(0.053)	(0.055)
Operating expenses	**106.517**	**109.433**	**113.754**		**117.555**	**120.518**
Transfer to Capital	-	2.344	2.130		8.435	4.116
Total Expenses	**106.517**	**111.777**	**115.884**	**2**	**125.989**	**124.634**
Mill Rate Support/(Contribution)	**101.385**	**107.631**	**111.432**		**121.551**	**120.210**
Full-time Equivalent Positions	**845**	**851**	**852**		**852**	**852**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in revenues to align budget with actual volume experience	0.307
	0.307

2 Expenses

Increase in salaries and benefits	3.703
Increase in fleet lease costs to enable replacement of aging apparatus	0.734
Transfer to Capital	(0.214)
Reduced equipment purchases	(0.179)
Miscellaneous adjustments	0.063
	4.107

Full-time Equivalent Positions

Increase of 1 FTE due to a refinement of the service based view

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Fire & Rescue Response	Revenue	5.131	4.146	4.453	4.439	4.424
	Operating expenses	105.693	108.544	112.845	116.627	119.569
	Transfer to Capital	-	2.344	2.130	8.435	4.116
		100.562	106.742	110.523	120.623	119.261
Fire Investigation	Revenue	-	-	-	-	-
	Operating expenses	0.824	0.889	0.909	0.928	0.949
	Transfer to Capital	-	-	-	-	-
		0.824	0.889	0.909	0.928	0.949
Mill Rate Support/(Contribution)		**101.385**	**107.631**	**111.432**	**121.551**	**120.210**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	5.678	47.458	53.136

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	2012	2013	2014
Fire Prevention By-Law/Building Code Inspections [A]*	6,396	7,890	7,536
Operations Inspections*	2,861	2,825	2,861
Permits Issued*	300	292	286
Property File Searches/Plans Examined*	892	836	927
Fire Safety House	400	185	190
Other Community Events	233	407	101
Fire Safety Lectures/Presentations [B]	404	308	323
Medical/Injury Prevention Lectures/Presentations [B]	0	9	38
Youth Fire Stop [C]	78	139	40
Career Symposiums	8	0	5
Car Seat Inspections	93	153	210
Evacuation Fire Drills	148	143	144
Fire/Paramedic Station Tours	346	446	320
Public Service Announcements (Media) [D]	70	25	24
Arson Prevention Initiative [E]	153	398	145

* 2013 Data restated to correct reporting error.

[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 fire safety presentations to all public requests (schools, seniors residences, etc.)

[C] Youth Fire Stop Program numbers are dependant on the referral process.

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

[E] 2014 saw a continuing effort among City of Winnipeg departments.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.314	0.234	0.390		0.412	0.432
Provincial funding (service specific)	0.050	0.050	0.050		0.050	0.050
Revenues	**0.364**	**0.284**	**0.440**	**1**	**0.462**	**0.483**
Salaries and benefits	4.409	4.655	4.777		4.883	5.012
Services	0.347	0.357	0.418		0.419	0.422
Materials, parts, and supplies	0.091	0.115	0.123		0.125	0.126
Assets and purchases	0.034	0.062	0.050		0.051	0.051
Debt and finance charges	-	-	0.000		0.000	0.000
Grants, transfers and other	0.400	0.339	0.338		0.338	0.338
Recoveries	(0.002)	-	(0.002)		(0.002)	(0.002)
Operating expenses	**5.280**	**5.527**	**5.704**		**5.814**	**5.946**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.280**	**5.527**	**5.704**	**2**	**5.814**	**5.946**
Mill Rate Support/(Contribution)	**4.916**	**5.243**	**5.264**		**5.351**	**5.463**
Full-time Equivalent Positions	**41**	**42**	**41**		**41**	**41**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in revenues to align budget with actual volume experience	0.156
	0.156

2 Expenses

Increase in salaries and benefits	0.122
Miscellanous adjustments	0.055
	0.177

Full-time Equivalent Positions

Decrease of 1 FTE due to a refinement of the service based view.

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Fire & Injury Prev Education	Revenue	0.004	-	-	-	-
	Operating expenses	1.110	1.058	1.103	1.131	1.162
	Transfer to Capital	-	-	-	-	-
		1.106	1.058	1.103	1.130	1.161
Fire Inspection	Revenue	0.360	0.284	0.440	0.462	0.482
	Operating expenses	4.170	4.469	4.601	4.683	4.784
	Transfer to Capital	-	-	-	-	-
		3.810	4.185	4.161	4.221	4.302
Mill Rate Support/(Contribution)		**4.916**	**5.243**	**5.264**	**5.351**	**5.463**

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	2012	2013	2014
Emergency Medical Incidents	64,998	63,619	66,161
Medical Incidents with ambulance dispatched (Emergency)	56,078	54,020	55,687
Medical Incidents with only fire dispatched (Emergency)	8,920	9,599	10,474
Scheduled Inter-facility Patient Transfers	8,506	7,531	8,317
Emergency Patient Transports	50,027	46,482	46,448
Patients Assessed or Treated at Scene (not transported)	15,289	16,366	17,548
Total Patient Contacts (excluding Community Paramedicine)	73,698	70,044	70,714
Patient Contacts per Thousand Population	104.6	100.2	99.7
Main Street Project Patient Contacts	11,248	12,299	14,041
Community Paramedicine Patient Contacts (EPIC)*	0	1,058	1,186

* Community Paramedicine Patient Contacts (EPIC) data capture began in early 2013.

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	27.581	28.219	29.262		29.814	30.364
Provincial funding (service specific)	19.244	21.115	25.209		30.949	27.919
Revenues	**46.824**	**49.334**	**54.470**	**1**	**60.763**	**58.283**
Salaries and benefits	46.481	48.901	54.736		57.205	58.696
Services	4.628	4.571	4.667		4.731	4.764
Materials, parts and supplies	1.903	2.009	2.213		1.932	1.941
Assets and purchases	0.564	0.972	1.128		1.324	1.346
Debt and finance charges	3.492	2.245	2.295		2.311	2.287
Grants, transfers and other	1.345	1.034	0.999		0.999	1.000
Recoveries	(0.017)	-	(0.017)		(0.020)	(0.023)
Operating expenses	**58.397**	**59.733**	**66.020**		**68.482**	**70.011**
Transfer to Capital	-	1.004	2.203		8.841	2.723
Total Expenses	**58.397**	**60.737**	**68.224**	**2**	**77.323**	**72.733**
Mill Rate Support/(Contribution)	**11.572**	**11.403**	**13.753**		**16.560**	**14.450**
Full-time Equivalent Positions	**476**	**476**	**492**		**498**	**498**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in Provincial/Winnipeg Regional Health Authority (WRHA) funding for the Fire Paramedic Service, including an expansion of community paramedicine service subject to funding confirmation in the amount of $2,560,794	4.094
Increase in ambulance service revenue related to increases in volume, mainly for treatment with no transport	0.516
Increase in holding charges revenue based on a reduced acceptable waiting period	0.400
Miscellaneous adjustments	0.126
	5.136

2 Expenses

Increase in salaries and benefits	5.834
Transfer to Capital	1.199
Increased protective clothing costs	0.190
Increase in equipment purchases	0.167
Reduction in fuel expenses, due to lower price forecasts	(0.053)
Miscellaneous adjustments	0.150
	7.487

Full-time Equivalent Positions

An increase of 18 FTEs for paramedics related to an expansion of service at the Main Street Project (MSP) (5.25) and Emergency Paramedics in the Community (EPIC) (12.75), both subject to WRHA approval. A decrease of 1 FTE for an IS specialist and 1 FTE related to a refinement of the service based view.

Medical Response

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Medical Response	Revenue	40.543	41.811	51.600	57.792	55.313
	Operating expenses	52.113	52.280	58.788	61.097	62.462
	Transfer to Capital	-	1.004	1.902	7.857	2.513
		11.570	11.473	9.090	11.161	9.662
Medical Transfers	Revenue	6.281	7.523	2.870	2.971	2.971
	Operating expenses	6.283	7.453	7.232	7.385	7.548
	Transfer to Capital	-	-	0.301	0.984	0.210
		0.002	(0.070)	4.663	5.399	4.787
Mill Rate Support/(Contribution)		**11.572**	**11.403**	**13.753**	**16.560**	**14.450**

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	0.116	0.119	0.235

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	2012	2013	2014
Presentations/Consultations	64	51	42
Disaster Management Training Sessions	5	5	6
Individuals Trained	162	170	161
Exercises (internal and with stakeholders)	6	7	8
Emergency Operations Centre/Multiple Department Activation	2	2	2
Emergency Operations Centre - Days Activated*	4	2	32
Number of people evacuated/evacuation alert	357	207	250
Number of people directly assisted	131	116	50

* In 2014, the EOC was open for 30 days due to frozen pipe events and 2 days for summer heat alerts.

Disaster Preparedness and Response

Contributing Departments

Fire Paramedic Service 88 %
Community Services 12 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.000**	**-**	**0.000**	**1**	**0.000**	**0.000**
Salaries and benefits	0.183	0.179	0.232		0.478	0.702
Services	0.043	0.045	0.047		0.048	0.048
Materials, parts, and supplies	0.002	0.008	0.006		0.006	0.006
Assets and purchases	0.002	0.005	0.003		0.003	0.003
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.093	0.088	0.088		0.088	0.088
Recoveries	-	(0.002)	(0.004)		(0.005)	(0.005)
Operating expenses	**0.323**	**0.324**	**0.373**		**0.618**	**0.842**
Transfer to Capital	-	-	-		-	-
Total Expenses	**0.323**	**0.324**	**0.373**	**2**	**0.618**	**0.842**
Mill Rate Support/(Contribution)	**0.323**	**0.324**	**0.373**		**0.618**	**0.842**
Full-time Equivalent Positions	**2**	**2**	**2**		**5**	**6**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.053
Miscellaneous adjustments	(0.004)
	0.049

Full-time Equivalent Positions

Addition of 1 FTE for an administrative assistant to support the Disaster Preparedness and Response unit, offset by a refinement of the service based view

Recreation

Includes:

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

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	2012	2013	2014
% of Prime Time Ice Sold in the Regular Season [A]	92%	91%	87% [B]
Number of Recreation and Leisure Programs	3,435	3,158	3,212
Number of Aquatic Classes Annually	7,660	8,125	7,677 [C]
Number of Hours of Wading Pool Free Programming	26,698	26,739	26,174
Number of Hours of Spray Pad Free Programming [D]	7,912	9,968	13,893
Total Value of Registered Programming/Facility Access Pass Fee Waivers	$210,326	$188,291	$185,304
Total Value of Admissions to Free Swims	$378,640	$498,242	$617,643 [E]
Number of Public Swim Visits to Outdoor Pools	106,426	96,971	99,100

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

[B] The % of prime time ice sold in the regular season decreased due to the revision of cancellation/return policies in fall 2014.

[C] The number of aquatic classes offered decreased due to the closure of Elmwood Kildonans Pool (May 8 - December 31, 2104).

[D] In 2014, 12 unsupervised spray pads operated from June 2 - Sept 14. All spray pads operated under extended hours from June 2 - Sept 1, and the season for all spray pads was extended until Sept 14 with extended hours. This resulted in an increase in the hours of spray pad programming in 2014. The 2013 result has been restated to include the St. James Assiniboia Pool Spray Pad, which opened at the beginning of the 2013 season.

[E] As part of a 2-year pilot project, admission to all five non-heated outdoor pools was free in the summer of 2014, which led to an increase in the total value of admissions to free swims. 2014 was the first year of the pilot project.

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	12.860	13.464	12.863		12.833	12.833
Provincial funding (service specific)	0.500	0.500	0.500		0.500	0.500
Revenues	**13.360**	**13.964**	**13.363**	**1**	**13.333**	**13.333**
Salaries and benefits	18.617	19.243	19.958		20.379	20.884
Services	2.945	3.183	3.091		3.107	3.098
Materials, parts, and supplies	0.440	0.520	0.528		0.521	0.527
Assets and purchases	0.094	0.113	0.092		0.092	0.093
Debt and finance charges	0.181	0.196	0.346		0.392	0.395
Grants, transfers and other	26.516	27.053	27.353		29.789	33.259
Recoveries	(0.518)	(0.410)	(0.512)		(0.556)	(0.564)
Operating expenses	**48.276**	**49.898**	**50.857**		**53.725**	**57.693**
Transfer to Capital	5.004	5.182	1.592		5.685	7.009
Total Expenses	**53.280**	**55.080**	**52.448**	**2**	**59.410**	**64.702**
Mill Rate Support/(Contribution)	**39.920**	**41.116**	**39.085**		**46.077**	**51.369**
Full-time Equivalent Positions	**355**	**356**	**358**		**360**	**360**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Decrease in arena revenue primarily due to the Vimy, Old Ex and Roland Michener arenas decommissioned in 2015	(0.245)
Decrease in corporate employee wellness pass revenue to better align with historical actuals	(0.110)
Decrease in aqua fitness revenue to better align with historical actuals	(0.100)
Decrease in program registration fee revenue to better align with historical actuals	(0.075)
Miscellaneous adjustments	(0.071)
	(0.601)

2 Expenses

Increase in salaries and benefits	0.715
Increase in grants as per Council approved arena strategies and Universal Funding Formula grants to community centres	0.362
Transfer to Capital	(3.590)
Miscellaneous adjustments	(0.119)
	(2.632)

Full-time Equivalent Positions

Increase primarily due to FTE's added to support the Council approved outdoor pool enhancements, the rebuilt East Elmwood Leisure Centre, and refinement of service based view.

Recreation

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Arenas	Revenue	3.109	2.965	2.720	2.720	2.720
	Operating expenses	4.468	5.089	4.579	4.683	4.790
	Transfer to Capital	0.363	0.363	0.008	0.108	0.533
		1.722	2.487	1.867	2.071	2.603
Aquatics Programs	Revenue	2.917	3.616	3.549	3.519	3.519
	Operating expenses	10.054	10.374	10.882	11.064	11.297
	Transfer to Capital	1.468	1.650	0.139	0.797	1.546
		8.605	8.409	7.472	8.343	9.323
Ice Skating	Revenue	0.392	0.386	0.386	0.386	0.386
	Operating expenses	0.999	0.905	0.816	0.824	0.833
	Transfer to Capital	0.063	-	-	0.062	0.115
		0.670	0.519	0.430	0.501	0.562
Recreation Programs	Revenue	1.677	1.835	1.682	1.682	1.682
	Operating expenses	7.358	8.120	8.258	8.603	8.760
	Transfer to Capital	0.588	0.495	0.627	1.810	1.320
		6.269	6.780	7.202	8.731	8.398
Casual Facility Use	Revenue	5.030	4.926	4.791	4.791	4.791
	Operating expenses	17.148	16.739	17.224	19.229	22.522
	Transfer to Capital	1.992	2.145	0.766	2.545	2.750
		14.110	13.957	13.199	16.983	20.481
Community Centres	Revenue	0.235	0.235	0.235	0.235	0.235
	Operating expenses	8.039	8.609	9.098	9.322	9.492
	Transfer to Capital	0.529	0.529	0.052	0.362	0.746
		8.333	8.903	8.914	9.449	10.002
Golf Courses	Revenue	0.001	0.001	-	-	-
	Operating expenses	0.210	0.061	-	-	-
	Transfer to Capital	0.002	-	-	-	-
		0.212	0.061	-	-	-
Mill Rate Support/(Contribution)		**39.920**	**41.116**	**39.085**	**46.077**	**51.369**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Wading & Outdr Extd Season Res	0.063	-	-	-	-

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	10.268	61.577	71.845

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	2012	2013	2014
Number of park and open space parcels	1,333 [B]	1,336 [B]	1,346 [B]
Total hectares of parks and open spaces	3,591 [A],[B]	3,510 [A],[B]	3,528 [B]
Hectares of park and boulevard turf mowing	2,554 [B]	2,456 [B]	2,234 [A], [B]
Park pathways/walkways maintained (linear km.)**	217 [B]	231 [B]	231 [B]
Number of environmental program participants	8,456	9,633	4,181
Ecologically significant natural areas	449	457	459
Number of athletic fields	604	604*	604*
Number of boulevard and park trees***	280,000	299,675	299,001
Number of trees planted	1,446	2,292	2,245
Number of DED trees and non-DED trees removed	4,930/2,028	6,508/2,012	5,257/2,661
Number of trees pruned	23,147	23,783	24,495
Number of playground equipment sites inspected and maintained (includes toboggan slide sites)	485*	505*	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 604 hectares of boulevard turf, 231 hectares of Atheltic Field turf, 223 hectare reduction for grey infrastructure (non-turf) adjustment. [B] Measures do not include data from Assiniboine Park.

Parks and Urban Forestry

Contributing Departments

Public Works 96 %
Planning, Prop. & Devl. 4 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.614	0.588	0.759		0.771	0.785
Provincial funding (service specific)	1.002	1.005	1.005		1.005	1.005
Revenue	**1.616**	**1.593**	**1.764**	**1**	**1.776**	**1.790**
Salaries and benefits	19.776	19.819	20.540		20.908	21.418
Services	10.593	10.676	10.748		10.847	11.111
Materials, parts, and supplies	3.202	2.874	2.736		2.790	2.832
Assets and purchases	0.041	0.039	0.039		0.039	0.039
Debt and finance charges	1.130	1.135	0.036		0.035	0.035
Grants, transfers and other	3.287	3.556	3.448		3.479	3.512
Recoveries	(3.833)	(2.364)	(2.278)		(2.283)	(2.290)
Operating expenses	**34.198**	**35.733**	**35.269**		**35.815**	**36.657**
Transfer to Capital	10.202	3.358	4.669		4.924	4.547
Total Expenses	**44.400**	**39.091**	**39.939**	**2**	**40.739**	**41.204**
Mill Rate Support/(Contribution)	**42.784**	**37.498**	**38.175**		**38.963**	**39.414**
Full-time Equivalent Positions	**322**	**313**	**315**		**316**	**316**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Experience rebate from Manitoba Public Insurance for Equipment Operator Training program	0.137
Miscellaneous adjustments	0.034
	0.171

2 Expenses

Transfer to Capital	1.311
Increase in salaries and benefits	0.569
Decrease in recovery from Winnipeg Fleet Management Agency for Equipment Operator Training program	0.155
Increase in salaries and benefits for additional asset management staff	0.152
Additional funding for project to review and revise athletic field booking policies and fee structure	0.100
Decrease in debt and finance charges	(1.099)
Decrease in fleet equipment and fleet-related accounts	(0.289)
Miscellaneous adjustments	(0.051)
	0.848

Full-time Equivalent Positions

Increase of 2 FTEs due to additional asset management staff.

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Park Grass Maintenance	Revenue	-	-	0.035	0.035	0.036
	Operating expenses	7.252	7.694	7.797	7.948	8.135
	Transfer to Capital	-	-	-	-	-
		7.252	7.694	7.762	7.912	8.098
Park Amenity Maintenance	Revenue	0.197	0.037	0.046	0.047	0.047
	Operating expenses	3.617	3.950	3.846	3.914	4.001
	Transfer to Capital	3.009	-	1.418	1.393	1.237
		6.429	3.913	5.218	5.261	5.191
Athletic Field Maintenance	Revenue	0.289	0.414	0.449	0.458	0.467
	Operating expenses	2.389	2.808	2.850	2.796	2.856
	Transfer to Capital	0.500	0.062	0.100	0.100	0.101
		2.600	2.456	2.501	2.439	2.490
Park Pathway Maintenance	Revenue	-	-	0.002	0.002	0.002
	Operating expenses	0.272	0.305	0.289	0.295	0.302
	Transfer to Capital	0.151	0.149	0.076	0.075	0.075
		0.423	0.455	0.363	0.367	0.374
Park Planning/Development	Revenue	0.002	0.018	0.023	0.022	0.022
	Operating expenses	2.855	2.882	2.678	2.725	2.811
	Transfer to Capital	3.842	2.953	0.969	1.248	1.028
		6.695	5.816	3.623	3.951	3.817
Tree Planting	Revenue	-	-	0.004	0.004	0.004
	Operating expenses	1.604	1.851	1.735	1.767	1.802
	Transfer to Capital	-	-	0.383	0.382	0.383
		1.604	1.851	2.115	2.145	2.182
Tree Pruning & Removal	Revenue	0.001	-	0.025	0.025	0.026
	Operating expenses	4.747	4.663	4.613	4.700	4.796
	Transfer to Capital	0.500	0.193	0.325	0.326	0.325
		5.246	4.856	4.914	5.001	5.096
Dutch Elm Disease Control	Revenue	1.000	1.000	1.019	1.019	1.019
	Operating expenses	4.799	4.893	4.905	4.994	5.111
	Transfer to Capital	1.300	-	0.325	0.326	0.325
		5.098	3.893	4.212	4.302	4.417
Weed Control	Revenue	0.098	0.085	0.092	0.094	0.096
	Operating expenses	0.797	0.904	0.894	0.910	0.950
	Transfer to Capital	-	-	-	-	-
		0.699	0.819	0.802	0.816	0.854
Natural Areas Management	Revenue	0.020	0.039	0.043	0.043	0.043
	Operating expenses	0.776	0.940	0.947	0.962	0.982
	Transfer to Capital	-	-	-	-	-
		0.757	0.901	0.904	0.919	0.939
Playground Management	Revenue	-	-	0.006	0.006	0.006
	Operating expenses	0.802	0.999	0.767	0.781	0.798
	Transfer to Capital	0.900	-	1.072	1.074	1.073
		1.702	0.999	1.834	1.849	1.865

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Winter Amenity Maintenance	Revenue	0.009	-	0.008	0.008	0.008
	Operating expenses	1.298	1.245	1.259	1.282	1.311
	Transfer to Capital	-	-	-	-	-
		1.289	1.245	1.251	1.274	1.303
Boulevard Maintenance	Revenue	-	-	0.013	0.013	0.014
	Operating expenses	2.990	2.599	2.689	2.741	2.802
	Transfer to Capital	-	-	-	-	-
		2.990	2.599	2.676	2.728	2.788
Mill Rate Support/(Contribution)		**42.784**	**37.498**	**38.175**	**38.963**	**39.414**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Land Dedication Reserve	7.116	7.307	8.052	8.300	8.549

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	8.341	39.125	47.466

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	2012	2013	2014
Kildonan (39.49 hectares)			
Days Open	202	169	175
Total Rounds	29,481	28,753	27,631
Windsor (46.13 hectares)			
Days Open	192	153	161
Total Rounds	25,212	22,500	20,058
Crescent Drive (15.39 hectares)			
Days Open	161	156	148
Total Rounds	16,006	13,936	13,562
Harbour View (12.8 hectares)			
Days Open	201	164	180
Total Rounds	15,010	13,298	10,083

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 $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	3.018	2.862	2.688		2.607	2.740
Grant from the City	0.150	0.750	0.750		0.750	0.750
Provincial funding (service specific)	0.023	0.028	0.024		0.024	0.025
Revenues	**3.191**	**3.641**	**3.462**	**1**	**3.381**	**3.515**
Salaries and benefits	1.233	1.441	1.506		1.533	1.572
Services	0.594	0.723	0.605		0.601	0.610
Materials, parts, and supplies	0.171	0.222	0.182		0.185	0.189
Assets and purchases	-	0.001	-		-	-
Debt and finance charges	0.222	0.277	0.285		0.290	0.295
Grants, transfers and other	0.167	0.206	0.172		0.176	0.179
Recoveries	(0.017)	(0.011)	-		-	-
Expenses	**2.369**	**2.860**	**2.750**	**2**	**2.786**	**2.845**
Surplus/(Deficit)	**0.821**	**0.781**	**0.712**		**0.596**	**0.670**
Full-time Equivalent Positions	**20**	**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 2016 Change from 2015

(in millions of $)

1 Revenues

Increase in transfer from Golf Course Reserve	0.101
Decrease in green fee revenue	(0.225)
Decrease in equipment rental revenue	(0.048)
Decrease in fixed asset rental	(0.017)
Miscellaneous adjustments	0.010
	(0.179)

2 Expenses

Increase in salary and benefits in accordance with collective agreements	0.065
Decrease due to reduced service costs	(0.118)
Miscellaneous adjustments	(0.057)
	(0.110)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Golf Course Reserve	0.496	0.453	0.333	0.295	0.238

Community Liveability

Includes:

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

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 performance measurement/accountability systems in order to improve service quality, operational due diligence, and customer service.
2. To continue to build on the success of our community-based civic engagement model to strengthen partnerships and increase community capacity.
3. To continue to deliver an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

Service Level Statistics

Description	2012	2013	2014
No. of Service Requests	15,287	16,460	14,717
No. of Service Requests per By-Law Officer	659	712	654
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits*	21,311	24,128	30,060
No. of Vacant Buildings as at January 1**	431	397	390
No. of Vacant Buildings Added to the List During the Year	181	186	144
No. of Vacant Buildings Removed from the List During the Year	215	193	176
No. of Vacant Buildings as at December 31	397	390	358
No. of Compliance Orders Issued	5,874	6,118	6,046
No. of Common Offence Notices Issued (Tickets)	527	564	455
No. of Property Clean-Ups Conducted by the Public Service	158	287	286
No. of Business Types Regulated	26	27	27
No. of Business Licenses Issued***	6,330	6,033	5,662
No. of Taxi Cab Licenses Issued	770	748	775
No of Crisis Response/Resource Connection/Information Referrals Responded to	560	537	497
No. of Emergencies Responded/No. of Individuals Impacted	11 / 131	6 / 116	4 / 250

* The increase in Officer/By-law Support Worker visits in 2014 is due to an increase in temporary seasonal staff.

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

*** The number of business licenses issued includes taxi cab licenses.

Community Liveability

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	1.399	1.038	0.842		0.842	0.842
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.399**	**1.038**	**0.842**	**1**	**0.842**	**0.842**
Salaries and benefits	3.002	3.170	3.266		3.375	3.475
Services	0.494	0.506	0.569		0.570	0.570
Materials, parts, and supplies	0.049	0.077	0.071		0.069	0.072
Assets and purchases	0.013	0.022	0.021		0.021	0.021
Debt and finance charges	0.015	0.031	0.018		0.017	0.017
Grants, transfers and other	1.040	1.143	1.135		1.135	1.135
Recoveries	(0.162)	(0.128)	(0.201)		(0.214)	(0.216)
Operating expenses	**4.450**	**4.821**	**4.880**		**4.973**	**5.075**
Transfer to Capital	-	-	-		-	-
Total Expenses	**4.450**	**4.821**	**4.880**	**2**	**4.973**	**5.075**
Mill Rate Support/(Contribution)	**3.051**	**3.783**	**4.038**		**4.131**	**4.233**
Full-time Equivalent Positions	**44**	**43**	**44**		**44**	**44**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Decrease in general health license revenue to complete the transition to the Province on March 31, 2015	(0.190)
Miscellaneous adjustments	(0.006)
	(0.196)

2 Expenses

Increase in salaries and benefits	0.096
Miscellaneous adjustments	(0.037)
	0.059

Full-time Equivalent Positions

Increase due to refinement of service based view.

Community Liveability

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Community Health Inspection	Revenue	0.665	0.196	-	-	-
	Operating expenses	0.412	0.143	-	-	-
	Transfer to Capital	-	-	-	-	-
		(0.253)	(0.052)	-	-	-
Community By-law Enforcement	Revenue	0.638	0.760	0.760	0.760	0.760
	Operating expenses	3.050	3.538	3.735	3.750	3.915
	Transfer to Capital	-	-	-	-	-
		2.412	2.778	2.975	2.990	3.156
Bicycle Recovery	Revenue	0.096	0.082	0.082	0.082	0.082
	Operating expenses	0.172	0.184	0.186	0.188	0.189
	Transfer to Capital	-	-	-	-	-
		0.075	0.102	0.104	0.106	0.107
Citizen Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.204	0.187	0.190	0.264	0.197
	Transfer to Capital	-	-	-	-	-
		0.204	0.187	0.190	0.264	0.197
Social Grants	Revenue	-	-	-	-	-
	Operating expenses	0.613	0.768	0.769	0.771	0.773
	Transfer to Capital	-	-	-	-	-
		0.613	0.768	0.769	0.771	0.773
Mill Rate Support/(Contribution)		**3.051**	**3.783**	**4.038**	**4.131**	**4.233**

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. Provide excellent customer service as public needs evolve.
2. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
3. Invest in more programs and services that advance digital literacy.
4. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
5. Ensure all library branches are welcoming and accessible destinations.
6. Adjust open hours of library branches to encourage new library users to visit and to be more convenient.
7. Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.
8. Increase awareness of the library and its benefits through expanded promotion of programs/services.
9. Develop stronger relationships with newcomers and Indigenous peoples by providing responsive programs and services.
10. Provide opportunities for older adults to meet, learn and contribute so that we build strong connections within the community.
11. Expand the impact of the library beyond branches through community outreach and digital services.

Service Level Statistics

Description	2012*	2013*	2014*
Number of Items Circulated	5,599,002	5,330,496	5,211,846
Number of Information Questions Answered	371,745	333,841	186,035**
Number of Library Material Holdings***	1,416,835	1,289,209	1,284,883
Number of Library Programs	3,146	3,350	3,803
Number of Attendees at Programs	74,127	80,382	91,145
Number of Computer Bookings	555,625	525,858	529,923
Number of Visits to Library Website****	2,202,089	8,949,159	10,499,707
Number of Annual In-person Visits	2,692,447	2,736,059	2,861,674

* In 2012, 2 libraries were closed for renovations for a total of 8 weeks of closures; In 2013, 1 library was closed for renovations for a total of 34 weeks of closures; In 2014, 4 libraries were closed for repair/renovations for a total of 20 weeks of closures.

** New tracking software was used in 2014. Results reflect true information questions.

*** Ongoing removal of outdated/worn material and replacement, where possible, with electronic resources. Ebook collection is no longer combined with the Provincial collection therefore reflects only Winnipeg's collection.

**** 2012 and 2013 data restated to better reflect OMBI reporting. Data for all years now includes social media activity. Starting in 2013 online catalogue sessions are also included.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.858	0.972	0.924		0.924	0.924
Provincial funding (service specific)	2.010	2.010	2.010		2.010	2.010
Revenues	**2.868**	**2.982**	**2.934**	**1**	**2.934**	**2.934**
Salaries and benefits	16.017	16.551	16.961		17.338	17.770
Services	1.195	1.187	1.219		1.232	1.233
Materials, parts, and supplies	0.219	0.293	0.309		0.307	0.307
Assets and purchases	3.102	3.162	3.158		3.163	3.163
Debt and finance charges	0.672	1.047	0.683		1.275	1.560
Grants, transfers and other	7.851	8.085	8.013		8.611	8.611
Recoveries	(0.053)	(0.093)	(0.157)		(0.183)	(0.186)
Operating expenses	**29.002**	**30.232**	**30.187**		**31.744**	**32.457**
Transfer to Capital	1.500	1.464	0.860		1.588	0.822
Total Expenses	**30.502**	**31.696**	**31.047**	**2**	**33.332**	**33.279**
Mill Rate Support/(Contribution)	**27.634**	**28.714**	**28.114**		**30.398**	**30.346**
Full-time Equivalent Positions	**283**	**285**	**286**		**287**	**287**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Decrease library fines to better align with historical actuals	(0.050)
Miscellaneous adjustments	0.002
	(0.048)

2 Expenses

Increase in salaries and benefits	0.410
Transfer to Capital	(0.604)
Decrease in external debt and finance charges related to the Library Redevelopment Strategy	(0.364)
Miscellaneous adjustments	(0.091)
	(0.649)

Full-time Equivalent Positions

Increase due to refinement of service based view.

Libraries

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Library Circulation	Revenue	2.025	1.789	1.760	1.760	1.760
	Operating expenses	16.909	17.467	17.468	18.369	18.754
	Transfer to Capital	0.900	0.498	0.292	0.540	0.279
		15.784	16.175	16.000	17.149	17.273
Library Information	Revenue	0.527	0.746	0.733	0.733	0.733
	Operating expenses	7.817	8.209	8.376	8.797	9.016
	Transfer to Capital	0.375	0.483	0.284	0.524	0.271
		7.665	7.946	7.926	8.587	8.554
Children's Library	Revenue	0.316	0.447	0.440	0.440	0.440
	Operating expenses	4.276	4.556	4.344	4.578	4.687
	Transfer to Capital	0.225	0.483	0.284	0.524	0.271
		4.185	4.592	4.187	4.662	4.518
Mill Rate Support/(Contribution)		**27.634**	**28.714**	**28.114**	**30.398**	**30.346**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	8.873	24.561	33.434

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	2012	2013	2014
Film, Culture, and Special Events			
Visitors Attending Festivals (Source: Winnipeg Arts Council)	1,193,310	1,103,805	1,235,621
Visitors Attending Cultural Events (Source: Winnipeg Arts Council)	2,774,405	2,587,514	2,747,613
Cultural Labour Force (Source: Arts and Cultural Industries)	25,000*	25,000*	25,000*
Manitoba Value in Film Industry (Source: Manitoba Film & Sound)	$95.0 million	$108.8 million	$106.0 million
Special Events Held in Winnipeg	352	335	362
Number of Full Length Feature Films Filmed in Winnipeg	14	13	13

* TICKET TO THE FUTURE Report - Winnipeg Arts Council

Arts, Entertainment and Culture

Contributing Departments

Community Services	70 %
City Clerks	25 %
Museums	4 %
CAO Office	1 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.031	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.031**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.395	0.440	0.451		0.462	0.477
Services	0.100	0.051	0.048		0.046	0.045
Materials, parts and supplies	0.008	0.016	0.016		0.016	0.015
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.269	1.547	1.589		1.555	1.559
Grants, transfers and other	17.934	17.028	17.856		17.731	18.096
Recoveries	(0.002)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**18.704**	**19.081**	**19.958**		**19.809**	**20.191**
Transfer to Capital	14.374	9.318	6.092		-	5.123
Total Expenses	**33.078**	**28.399**	**26.050**	**2**	**19.809**	**25.314**
Mill Rate Support/(Contribution)	**33.048**	**28.399**	**26.050**		**19.809**	**25.314**
Full-time Equivalent Positions	**6**	**6**	**6**		**6**	**6**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

n/a

2 Expenses

Grant for Winnipeg Art Gallery - Inuit Art Centre	1.000
Increase in grant for Winnipeg Arts Council	0.313
Grant for Downtown BIZ - Community Homeless Assistance Team (CHAT)	0.150
One time grant for Economic Development Winnipeg - Yes! Winnipeg	0.135
Increase in debt and finance charges	0.042
One time grant for Manitoba Theatre for Young People (MYTP)	0.030
Grant for Downtown BIZ - Manyfest	0.020
One time grant for Winnipeg Parade Committee - Santa Claus Parade	0.020
One time grant for Manito Ahbee Festival	0.013
Grant for Take Pride Winnipeg - Green Wave	0.012
Increase in salaries and benefits	0.011
Transfer to Capital	(3.226)
Operating grant for Assiniboine Park Conservancy (2015 - $11,376,000; 2016 - $10,512,000)	(0.864)
Miscellaneous adjustments	(0.005)
	(2.349)

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	4.790	4.713	6.406	5.943	5.943
	Transfer to Capital	-	-	-	-	-
		4.790	4.713	6.406	5.943	5.943
Arts, Ent & Culture Events	Revenue	0.031	-	-	-	-
	Operating expenses	0.406	0.390	0.397	0.406	0.417
	Transfer to Capital	-	-	-	-	-
		0.375	0.390	0.397	0.406	0.417
Museums	Revenue	-	-	-	-	-
	Operating expenses	0.979	1.031	1.031	1.031	1.031
	Transfer to Capital	-	-	-	-	-
		0.979	1.031	1.031	1.031	1.031
Assiniboine Park Conservancy	Revenue	0.000	-	-	-	-
	Operating expenses	12.529	12.946	12.125	12.430	12.800
	Transfer to Capital	14.374	9.318	6.092	-	5.123
		26.903	22.264	18.217	12.430	17.923
Mill Rate Support/(Contribution)		**33.048**	**28.399**	**26.050**	**19.809**	**25.314**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	7.342	22.619	29.961

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 is completely biological in 2015.
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	2012	2013	2014
No. of hectares larvicided with biorational insecticides	10,966*	15,114*	18,344*
No. of hectares larvicided with chemical insecticides	1,671	3,864	4,714
No. of hectares larvicided by aircraft	6,174	10,209	15,350
No. of hectares larvicided by ground-based operations	6,463	8,769	7,728
No. of hours committed to larval mosquito surveillance	31,975	28,544	24,941
No. of hectares fogged for adult nuisance mosquito control	0	24,913	90,475
No. of trap nights for adult mosquito surveillance	5,082	4,917	5,016
No. of boulevard and parkland trees treated for defoliator insects	28,553	15,966	1,270
No. of parkland trees treated for the control of Elm Bark beetle	27,756	74,406	86,134
No. of stumps treated for the control of Elm Bark beetle	2,632	3,047	4,326
No. of 311 inquiries	1,986	3,505	5,181
No. of website visits	122,483	249,562	351,998

* 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 $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	1.805	0.007	0.707		0.007	0.007
Provincial funding (service specific)	2.300	2.300	2.300		2.300	2.300
Revenues	**4.105**	**2.307**	**3.007**	**1**	**2.307**	**2.307**
Salaries and benefits	4.066	3.953	4.029		4.099	4.199
Services	1.812	3.634	3.240		3.245	3.250
Materials, parts, and supplies	1.919	2.655	2.648		2.654	2.659
Assets and purchases	0.183	0.104	0.136		0.136	0.136
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.823	0.111	0.112		0.112	0.113
Recoveries	(1.142)	(0.149)	(0.149)		(0.149)	(0.149)
Operating expenses	**7.661**	**10.307**	**10.016**		**10.096**	**10.209**
Transfer to Capital	-	0.299	-		0.731	-
Total Expenses	**7.661**	**10.606**	**10.016**	**2**	**10.828**	**10.209**
Mill Rate Support/(Contribution)	**3.557**	**8.300**	**7.009**		**8.521**	**7.902**
Full-time Equivalent Positions	**64**	**68**	**68**		**68**	**68**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Transfer from Insect Control Reserve	0.700
	0.700

2 Expenses

Increase in salaries and benefits	0.076
Reduction in requirement for aircraft hire for mosquito larviciding	(0.397)
Transfer to Capital	(0.299)
Decrease in fleet equipment and fleet-related accounts	(0.071)
Miscellaneous adjustments	0.101
	(0.590)

Insect Control

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Insect Control Reserve	2.003	2.654	1.961	1.966	1.972

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	-	0.732	0.732

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	2012	2013	2014
Number of requests for service	13,396	12,162	10,233
Number of dogs impounded	1,601	1,317	1,108
Number of dogs adopted	497	363	371
Number of dogs returned to owners by the Animal Services Agency	819	692	671
Number of dogs reunited with their owner by 311*	927	856	646
Number of dogs sent to rescues	130	152	61
Number of dogs euthanized	91	70	52
Number of biting dog complaints**	423	402	269
Number of biting dogs quarantined	126	100	71
Number of dogs running at large complaints	2,897	2,755	2,505
Number of cats running at large complaints	544	487	374
Number of active dog licenses	63,689	64,538	60,453
Number of by-law charges laid	1,522	1,283	795

* 311 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.

** Starting in 2014, biting dog complaints only include cases with human involvement.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service Revenue	1.823	2.278	2.472		2.550	2.573
Grant from the City	1.404	1.404	1.379		1.320	1.320
Provincial funding (service specific)	0.028	0.026	0.028		0.029	0.030
Revenues	**3.256**	**3.708**	**3.880**	**1**	**3.898**	**3.922**
Salaries and benefits	1.560	1.757	1.772		1.829	1.892
Services	0.529	0.803	0.752		0.764	0.774
Materials, parts and supplies	0.195	0.132	0.173		0.177	0.180
Assets and purchases	0.006	0.003	0.003		0.003	0.003
Debt and finance charges	0.036	0.064	0.055		0.056	0.057
Grants, transfers and other	0.741	0.833	1.030		1.038	1.048
Recoveries	-	-	-		-	-
Expenses	**3.067**	**3.592**	**3.785**	**2**	**3.867**	**3.956**
Surplus/(Deficit)	**0.189**	**0.117**	**0.095**		**0.032**	**(0.034)**
Full-time Equivalent Positons	**27**	**28**	**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 $652,273 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 2016 Change from 2015

(in millions of $)

1 Revenues

Net increase in regulation revenue due to increased fees	0.190
Net decrease in transfer from the General Revenue Fund	(0.025)
Miscellaneous adjustments	0.007
	0.172

2 Expenses

Increase in service agreement with the Winnipeg Humane Society	0.152
Increase in grants in support of expanded cat spay and neuter program	0.036
Increase in salaries and benefits	0.015
Miscellaneous adjustments	(0.010)
	0.193

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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 provide strategic direction and leadership in the planning and governance of City-wide Information Technology, and provide innovative and cost effective IT shared services to 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	2012	2013	2014
Tax Supported Operating Budget	$893 million	$923 million	$969 million
Utility Operating Budget (expenditures)	$478 million	$490 million	$511 million
Special Operating Agencies Operating Budget (expenditures)	$63 million	$66 million	$69 million
Capital Budget	$393 million	$375 million	$379 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.5%	52.2%	51.8%
Average Annual Headcount	10,080	10,143	10,206
Average Age of City Employees / Average Years of Service	42 / 13	42 / 12.3	42 / 12.2
Number of News Releases	345	424	489
Website Visits	16.7 million	19.5 million	22.3 million
E-mail Accounts	7,109	7,146	7,352
By-laws Passed*	155	149	140
By-law Court Guilty Pleas and Default Convictions	1,337	2,075	1,625
Pieces of Mail Processed	3.2 million	3.6 million	3.8 million
Translation - Words Translated	166,290	160,027	219,049**
Number of Workers Compensation Claims	1,081	1,107	1,089

* 2012 and 2013 reported by-laws drafted and/or amended.
** Significant increase due to the civic election.

Organizational Support Services

Contributing Departments

Corporate Support Services	66 %
Corporate Finance	20 %
Other	14 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.697	0.784	0.859		0.899	0.936
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.697**	**0.784**	**0.859**	**1**	**0.899**	**0.936**
Salaries and benefits	29.890	32.010	34.253		35.341	36.031
Services	3.649	4.044	4.290		4.015	4.049
Materials, parts and supplies	3.045	3.455	3.630		3.588	3.972
Assets and purchases	0.567	0.521	0.528		0.525	0.528
Debt and finance charges	0.361	0.238	0.220		0.213	0.207
Grants, transfers and other	3.030	2.436	4.046		3.282	3.314
Recoveries	(5.395)	(5.300)	(6.538)		(6.509)	(6.242)
Operating expenses	**35.147**	**37.404**	**40.429**		**40.455**	**41.858**
Transfer to Capital	2.211	2.794	3.874		3.737	2.870
Total Expenses	**37.358**	**40.198**	**44.303**	**2**	**44.192**	**44.728**
Mill Rate Support/(Contribution)	**36.660**	**39.414**	**43.444**		**43.293**	**43.792**
Full-time Equivalent Positions	**334**	**347**	**363**		**365**	**362**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.075
	0.075

2 Expenses

Increase in salaries and benefits excluding additional positions temporarily recovered from other funds	1.703
Transfer to Computer Replacement Reserve (City-wide Critical Systems component)	1.608
Transfer to Capital	1.080
Increase in salaries and benefits for additional positions fully recovered from other funds	0.540
Increase in recoveries for salaries and benefits from other funds	(0.540)
Recovery of information technology costs from Contact Centre - 311	(0.452)
Miscellaneous adjustments	0.166
	4.105

Full-time Equivalent Positions

Increase of 16 FTEs mainly due to the addition of positions for Information Technology Management and Communications, 5.74 FTEs are fully recovered from other funds.

Organizational Support Services

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Chief Administrative Offices	Revenue	0.000	-	-	-	-
	Operating expenses	1.381	1.501	1.526	1.558	1.597
	Transfer to Capital	-	-	-	-	-
		1.380	1.501	1.526	1.558	1.597
Communications	Revenue	0.000	-	-	-	-
	Operating expenses	0.715	0.843	1.315	1.579	1.632
	Transfer to Capital	-	-	-	-	-
		0.715	0.843	1.315	1.579	1.632
Financial Management	Revenue	0.150	0.025	0.063	0.100	0.138
	Operating expenses	8.157	8.830	9.016	9.237	9.515
	Transfer to Capital	0.250	0.300	-	-	-
		8.257	9.105	8.953	9.137	9.377
Human Resource Management	Revenue	0.000	-	-	-	-
	Operating expenses	6.057	6.110	6.412	6.294	6.442
	Transfer to Capital	-	-	-	-	-
		6.057	6.110	6.412	6.294	6.442
Info Technology Management	Revenue	0.178	0.146	0.146	0.146	0.146
	Operating expenses	15.011	15.729	17.734	17.244	18.021
	Transfer to Capital	1.961	2.494	3.874	3.737	2.870
		16.794	18.077	21.462	20.835	20.745
Legal Services	Revenue	0.369	0.613	0.651	0.653	0.653
	Operating expenses	2.667	3.135	3.183	3.277	3.360
	Transfer to Capital	-	-	-	-	-
		2.298	2.523	2.533	2.624	2.707
Production Services	Revenue	0.000	-	-	-	-
	Operating expenses	1.160	1.256	1.243	1.266	1.292
	Transfer to Capital	-	-	-	-	-
		1.160	1.256	1.243	1.266	1.292
Mill Rate Support/(Contribution)		**36.660**	**39.414**	**43.444**	**43.293**	**43.792**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	6.073	14.576	20.649

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 dividends.
- 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	2012	2013	2014
Budgeted Revenue:			
Property tax	$460.9 million	$484.2 million	$510.6 million
Business tax	$57.6 million	$58.3 million	$59.7 million
Other taxation	$18.2 million**	$20.3 million	$25.4 million
Property Tax:			
Residential properties	202,237	204,307	207,921
Non-residential properties	13,779	13,844	13,940
% Residential	93.6%	93.7%	93.7%
% Non-residential	6.4%	6.3%	6.3%
Total market value assessment	$68.1 billion	$69.1 billion	$74.8 billion
Total taxable portioned assessment	$31.2 billion	$31.7 billion	$36.2 billion
% Residential	73.2%	73.2%	73.8%
% Non-residential	26.8%	26.8%	26.2%
Number of real and personal property assessment notices produced	211,267*	23,060	214,673*
Business tax:			
Number of businesses	15,751	15,799	15,729
Collections:			
Current	97.8%	97.2%	97.5%
Arrears	65.0%	64.0%	58.8%

* 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 89 %
Corporate Accounts 11 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Property Taxation	510.980	529.168	549.345		564.771	584.477
Business Taxation	59.688	58.366	57.267		57.024	56.732
Other Taxation	24.347	24.290	24.955		25.524	26.197
Provincial grants	68.344	67.842	68.113		68.488	68.707
Sale of Winnipeg Hydro/Utility Dividend	35.988	46.732	48.169		51.595	54.215
Transfers from Other City Funds	16.613	13.984	22.360		0.060	0.060
Other corporate revenue (primarily tax penalty interest and general government charges)	36.408	24.706	27.554		25.399	25.410
Revenues	**752.606**	**765.087**	**797.763**	**1**	**792.862**	**815.799**
Salaries and benefits	(1.853)	1.165	0.281		0.600	8.087
Services	3.312	4.163	3.778		4.203	4.155
Materials, parts and supplies	0.318	0.346	0.384		0.374	0.361
Assets and purchases	0.027	0.034	0.031		0.031	0.031
Debt and finance charges	3.539	2.177	2.481		2.652	2.809
Grants, transfers and other	18.103	15.379	15.985		24.815	31.251
Recoveries	(0.324)	(0.504)	(0.499)		(0.499)	(0.499)
Operating expenses	**23.122**	**22.763**	**22.441**		**32.176**	**46.194**
Transfer to Capital	0.400	(3.179)	0.031		1.470	0.920
Total Expenses	**23.522**	**19.584**	**22.472**	**2**	**33.646**	**47.114**
Mill Rate Support/(Contribution)	**(729.084)**	**(745.504)**	**(775.291)**		**(759.216)**	**(768.685)**
Full-time Equivalent Positions	**143**	**143**	**143**		**130**	**130**

Assessment, Taxation and Corporate

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues	
Net increase in municipal property tax revenue reflects a mill rate of 12.766 and includes a 2.33% property tax increase, with 1% increase for the renewal of local streets, lanes and sidewalks and 1% increase for the renewal of regional streets and sidewalks, and a .33% increase for the Southwest Rapid Transitway (Stage 2)	20.177
Transfer from the General Purpose Reserve (including $16.3 million from the 2015 surplus)	15.376
Increase in tax penalties interest revenue	3.750
Increase in Utility dividend	1.437
Fleet Management dividend	1.400
Increase in tax data access fee revenue due to a rate increase	0.768
Increase in electricity and gas tax revenue due to rate increases by Manitoba Hydro	0.669
Increase in provincial support grant	0.271
Transfer from the Financial Stabilization Reserve	(4.200)
Parking Authority dividend	(3.000)
Transfer from the Insurance Reserve	(2.500)
Decrease in business tax revenue including a rate reduction from 5.6% to 5.3%, an amended small business tax credit program, as well as incremental business taxes transferred to the Economic Development Reserve	(1.099)
Transfer from the Workers Compensation Reserve	(0.300)
Miscellaneous adjustments	(0.073)
	32.676
2 Expenses	
Transfer to Capital, including non-recurring surplus capital savings of $5.5 million in 2015	3.960
Increase in provincial payroll tax	1.014
Increase in insurance costs reflecting recent experience with claims and premiums	0.720
Net increase in debt and finance charges	0.304
Corporate accounts including risk management	(3.074)
Miscellaneous adjustments	(0.036)
	2.888

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Assessment and Taxation	Revenue	609.847	626.790	651.088	666.630	686.728
	Operating expenses	20.247	19.170	19.386	19.199	19.510
	Transfer to Capital	0.400	1.350	0.600	1.470	0.920
		(589.200)	(606.271)	(631.102)	(645.960)	(666.298)
Corporate	Revenue	142.759	138.297	146.676	126.232	129.072
	Operating expenses	2.875	3.593	3.055	12.976	26.684
	Transfer to Capital	-	(4.529)	(0.569)	-	-
		(139.884)	(139.233)	(144.189)	(113.256)	(102.388)
Mill Rate Support/(Contribution)		**(729.084)**	**(745.504)**	**(775.291)**	**(759.216)**	**(768.685)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2014 Actual	2015 Forecast	2016 Preliminary Budget	2017 Projection	2018 Projection
Commitment Reserve	3.739	4.685	1.370	1.533	1.351
Computer Replacement Reserve	1.221	1.260	0.238	0.676	1.393
Destination Marketing Reserve	8.037	10.677	12.196	13.730	15.309
Financial Stabilization Res	81.784	75.631	71.652	72.619	73.600
General Purpose Reserve	0.937	16.438	0.163	0.164	0.165
Insurance Reserve	5.244	0.509	1.812	1.818	1.824
Workers Compensation Reserve	5.217	4.749	3.410	3.420	3.077

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	-	2.090	2.090

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	2012	2013	2014
Total Calls Received	1,934,948	1,867,322	1,510,348
Total Calls Answered	1,653,379	1,515,970	1,037,811
Number of Service Requests	353,664	436,115	419,080
Number of Information Requests	1,299,715	1,210,139	869,508
Number of Emails	61,336	74,275	105,471
Average Talk Time (in minutes)	3:17	3:48	3:32
Average Wait Time (in minutes)	1:21	2:02	4:19
Number of Self Service Online	n/a	1,321	2,869
Number of Mobile App Interactions*	n/a	646	1,343
Number of In-person Interactions*	n/a	10,688	29,081

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 $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	1.453	1.448	1.449		1.450	1.451
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.453**	**1.448**	**1.449**	**1**	**1.450**	**1.451**
Salaries and benefits	4.888	4.927	5.020		5.133	5.269
Services	0.159	0.164	0.614		0.614	0.614
Materials, parts, and supplies	0.021	0.020	0.020		0.020	0.020
Assets and purchases	0.014	0.023	0.007		0.007	0.007
Debt and finance charges	0.003	0.001	0.001		0.001	0.001
Grants, transfers and other	0.270	0.271	0.299		0.299	0.299
Recoveries	(0.068)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**5.287**	**5.395**	**5.949**		**6.062**	**6.197**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.287**	**5.395**	**5.949**	**2**	**6.062**	**6.197**
Mill Rate Support/(Contribution)	**3.834**	**3.947**	**4.500**		**4.612**	**4.746**
Full-time Equivalent Positions	**101**	**86**	**87**		**87**	**87**

Explanation of 2016 Change from 2015

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Increase in salaries and benefits	0.093
Include information technology costs as per 311 Audit Recommendation adopted by Council February 25, 2015	0.452
Miscellaneous adjustments	0.009
	0.554

Full-time Equivalent Positions

Increase due to the refinement of the service based view.

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 support their decision-making efforts. 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	2012	2013	2014
Audit Committee Meetings	3	3	3
Audit Reports Completed			
Assurance Projects	6	6	6
Advisory Projects	5	8	5
Investigations Projects	0	1	2
Projects in Process	7	5	8

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	2012	2013	2014
Total Committee meetings held	390	381	369
Public Council / Standing Committee meetings undertaken	111	113	103
Board of Revision Appeals filed	985	4,880	496
Board of Revision hearings	250	292	155
Board of Adjustment meetings	23	23	21
Board of Adjustment orders issued	402	376	394
Appeal Committee meetings	18	20	17
Appeal Committee hearings	84	100	84
Decision Making Information System site visits	56,110,348	65,092,422	69,123,471
Decision Making Information System documents posted	787	852	861
By-laws passed	155	149	140
FIPPA requests processed	801	867	1,038
Records requested from Records Centre	981	1,232	1,257
Records requested from Archives	4,218	1,639*	1,465*
In-person visits to Archives	1,203	720*	277*
Mail and phone inquiries processed by Archives	1,444	587*	847*
Public tours	46	37*	25
Archival Exhibits	5	2*	6*
Records transferred to Archives/Records Centre	2,313	1,704*	803*
Records destroyed - By-law 166/2003 (Cu. Ft.)	3,122	900*	940*

* The Archives building at 380 William Avenue was closed from June 2013 to June 10, 2014. Researcher Services were limited until the move into temporary space was completed as a considerable volume of records were inaccessible.

Council Services

Contributing Departments

City Clerk's	50 %
Council	24 %
Mayor's Office	11 %
Audit	9 %
Policy & Strategic Initiatives	6 %

Operating Budget (in millions of $)	2014 Actual	2015 Budget	2016 Preliminary Budget	Variance Expl.	2017 Projection	2018 Projection
Service revenue	0.143	0.456	0.132		0.531	0.131
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.143**	**0.456**	**0.132**	**1**	**0.531**	**0.131**
Salaries and benefits	7.481	7.033	7.269		7.421	8.677
Services	4.801	3.194	3.146		3.134	5.022
Materials, parts, and supplies	0.250	0.158	0.154		0.154	0.236
Assets and purchases	0.133	0.032	0.033		0.033	0.133
Debt and finance charges	(2.052)	0.688	0.687		0.687	(2.184)
Grants, transfers and other*	2.319	1.710	1.736		1.739	2.339
Recoveries	(0.889)	(0.100)	(0.100)		(0.100)	(0.958)
Operating expenses	**12.042**	**12.714**	**12.926**		**13.067**	**13.264**
Transfer to Capital	2.450	1.750	1.750		2.100	1.450
Total Expenses	**14.492**	**14.464**	**14.676**	**2**	**15.167**	**14.714**
Mill Rate Support/(Contribution)	**14.349**	**14.008**	**14.543**		**14.636**	**14.583**
Full-time Equivalent Positions	**94**	**78**	**79**		**79**	**81**

** Civic Initiatives, Promotional and Protocol (partially allocated to the Economic Development Service) are Mayor's Office programs that may include making 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 2016 Change from 2015

(in millions of $)

1 Revenues

Decrease in revenue primarily due to Board of Revision appeals filing fee revenue	(0.324)
	(0.324)

2 Expenses

Decrease in services mainly due to cyclical appeals hearings and one time costs in 2015	(0.270)
Increase in salaries and benefits	0.237
Increase in Audit department mainly due to the creation of Independent Fairness Commissioner (IFC)	0.132
Increase in City Clerks department due to the creation of Office of Integrity Commissioner	0.100
Miscellaneous adjustments	0.013
	0.212

Full-time Equivalent Positions

Increase in 1 FTE for the Office of Policy and Strategic Initiatives.

Council Services

Service Detail Sub-services (in millions of $)		2014 Actual	2015 Budget	2016 Preliminary Budget	2017 Projection	2018 Projection
Auditing	Revenue	0.015	-	-	-	-
	Operating expenses	1.546	1.230	1.368	1.316	1.316
	Transfer to Capital	-	-	-	-	-
		1.531	1.230	1.368	1.316	1.316
Mayor and Council	Revenue	0.001	-	-	-	-
	Operating expenses	5.132	5.435	5.471	5.483	5.555
	Transfer to Capital	-	-	-	-	-
		5.131	5.435	5.471	5.483	5.555
Archives-City Clerks	Revenue	-	-	-	-	-
	Operating expenses	0.452	0.738	0.732	0.751	0.774
	Transfer to Capital	-	-	-	-	-
		0.452	0.738	0.732	0.751	0.774
Elections-City Clerks	Revenue	0.036	-	-	-	-
	Operating expenses	0.683	0.687	0.687	0.687	0.728
	Transfer to Capital	-	-	-	-	-
		0.647	0.687	0.687	0.687	0.728
Citizen Access and Appeals	Revenue	0.083	0.450	0.089	0.475	0.075
	Operating expenses	0.635	0.790	0.683	0.786	0.712
	Transfer to Capital	-	-	-	-	-
		0.552	0.340	0.594	0.311	0.637
Council Support-City Clerks	Revenue	0.009	0.006	0.044	0.056	0.056
	Operating expenses	3.200	3.111	3.178	3.228	3.348
	Transfer to Capital	2.450	1.750	1.750	2.100	1.450
		5.641	4.855	4.884	5.272	4.742
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.393	0.723	0.807	0.817	0.831
	Transfer to Capital	-	-	-	-	-
		0.393	0.723	0.807	0.817	0.831
Mill Rate Support/(Contribution)		**14.349**	**14.008**	**14.543**	**14.636**	**14.583**

Additional Financial Information

Capital Budget	2016 Preliminary	2017 - 2021 Forecast	6 Year Total
(In millions of $)	1.000	5.850	6.850

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Winnipeg

The City of Winnipeg

Appendices

2016 Preliminary
Operating and Capital Budget

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Appendix 1

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget and 2017 and 2018 Projections
TAX SUPPORTED SUMMARY

	2015 Adopted Budget	2016 Preliminary Budget	Variance $		2017 Projection	2018 Projection
Revenue:						
Property tax	$ 529,168,124	**$ 549,345,228**	$ 20,177,104	1	$ 564,771,346	$ 584,477,463
Business tax	58,365,865	**57,267,226**	(1,098,639)	2	57,024,226	56,732,226
Other taxation	24,290,000	**24,955,247**	665,247	3	25,524,141	26,196,921
Street renewal frontage levy	49,128,960	**62,374,008**	13,245,048	4	66,357,499	71,557,201
Government grants	118,289,927	**123,551,665**	5,261,738	5	129,636,601	127,057,004
Regulation fees	45,328,657	**49,357,633**	4,028,976	6	50,815,724	50,640,104
Sale of goods and services	59,008,364	**63,151,506**	4,143,142	7	63,447,434	64,309,702
Interest	13,386,865	**17,101,684**	3,714,819	8	16,601,694	16,601,704
Transfers from other funds	45,779,029	**55,203,239**	9,424,210	9	26,547,000	23,739,497
Other	51,351,508	**51,741,286**	389,778	10	53,820,459	56,455,053
Total Revenue	**$ 994,097,299**	**$ 1,054,048,722**	**$ 59,951,423**		**$ 1,054,546,124**	**$ 1,077,766,875**
Expenditures:						
Departmental:						
Police Service	$ 263,977,645	**$ 280,669,573**	$ 16,691,928	11	$ 283,621,737	$ 293,297,281
Public Works	204,446,999	**215,520,928**	11,073,929	12	231,479,587	244,470,745
Fire Paramedic Service	178,321,417	**190,139,829**	11,818,412	13	209,698,394	204,108,404
Community Services	118,568,706	**111,408,533**	(7,160,173)	14	115,207,368	125,768,119
Planning, Property and Development	48,513,442	**44,295,018**	(4,218,424)	15	44,595,437	45,054,678
Water and Waste	30,923,306	**30,399,443**	(523,863)	16	32,707,907	34,527,947
Street Lighting	12,521,647	**12,962,647**	441,000	17	13,616,350	14,308,395
Corporate Support Services	32,963,368	**37,253,982**	4,290,614	18	36,628,829	36,855,477
Assessment and Taxation	20,519,895	**19,985,887**	(534,008)	19	20,669,266	20,430,065
Corporate Finance	9,129,967	**9,015,503**	(114,464)	20	9,237,389	9,514,871
City Clerks	12,947,687	**14,550,008**	1,602,321	21	14,576,884	14,047,364
Other departments	14,396,556	**15,205,821**	809,265	22	15,621,544	15,901,385
Sub-total Departmental	$ 947,230,635	**$ 981,407,172**	$ 34,176,537		$ 1,027,660,692	$ 1,058,284,731
Corporate:						
Debt and finance charges	$ 503,222	**$ 542,945**	$ 39,723	23	$ 561,894	$ 479,957
Taxes	9,562,560	**10,576,362**	1,013,802	24	10,795,185	11,011,089
Insurance and damage claims	3,410,650	**4,130,682**	720,032	25	4,247,216	4,369,577
Contribution to Transit	47,349,724	**69,918,833**	22,569,109	26	65,381,723	74,515,161
Other	(13,959,492)	**(12,527,272)**	1,432,220	27	(2,384,839)	10,995,003
Sub-total Corporate	$ 46,866,664	**$ 72,641,550**	$ 25,774,886		$ 78,601,179	$ 101,370,787
Total Expenditures	**$ 994,097,299**	**$ 1,054,048,722**	**$ 59,951,423**		**$ 1,106,261,871**	**$ 1,159,655,518**
Shortfall	**$ -**	**$ -**	**$ -**		**$ (51,715,747)**	**$ (81,888,643)**

Notes:

1) 2015 Adopted Budget is restated to reflect the transfer of the Communications division from Corporate Support Services to the Chief Administrative Offices.

2) The variance includes the change in the transfer to capital based on the 2016 capital budget (see Appendix 5).

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2016 Compared to 2015

Expl. No.	Explanations		Variance
1	**Property tax** 2016 property tax revenue reflects a mill rate of 12.766 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 .33% property tax increase dedicated to the second phase of the Southwest Rapid Transitway, for a total property tax increase of 2.33%.	**$**	**20,177,104**
2	**Business tax** 2016 business tax rate has been reduced from 5.6% to 5.3%. The small business tax credit program has been amended to provide a full rebate in 2016 to businesses with an annual rental value of $32,220 (2015 - $30,000) or less.	**$**	**(1,098,639)**
3	**Other taxation**		
	Net increase in Electricity and Natural Gas Tax revenue.	$	669,000
	Decrease in miscellaneous taxation revenue.		(3,753)
	Total	**$**	**665,247**
4	**Street renewal frontage levy** Increase in Street renewal frontage levy revenue, including a rate change from $4.35 to $5.45 per frontage foot. This includes growth, construction inflation and $10,000,000 allocated to the capital budget for bridge renewal projects.	**$**	**13,245,048**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2016 Compared to 2015

Expl. No.	Explanations		Variance
5	**Government grants**		
	Increase in Provincial/Winnipeg Regional Health Authority (WRHA) funding for the Fire Paramedic Service, including an expansion of community paramedicine service subject to funding confirmation in the amount of $2,560,794.	$	4,093,999
	Increase in Provincial funding for the Police service related to the helicopter, cadets and other funding in accordance with existing agreements.		505,665
	Federal grant for the Homelessness Partnering Strategy recorded as revenue effective 2016, previously recorded as a recovery.		391,200
	Increase in Provincial payroll tax refund.		270,874
	Total	**$**	**5,261,738**
6	**Regulation fees**		
	Increase in photo enforcement revenue.	$	2,319,000
	Increase in building and electrical permit fee revenue.		1,063,627
	Net increase in fee revenue related to zoning and sub-divisions.		823,699
	Fire-code inspection and compliance penalties.		375,000
	Decrease in alarm permit and renewal revenue based on billing cycle.		(473,155)
	Decrease in fine revenue, including a reduction in police and library fine revenue.		(250,000)
	Net increase in other miscellaneous revenue.		170,805
	Total	**$**	**4,028,976**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2016 Compared to 2015

Expl. No.	Explanations		Variance
7	**Sale of goods and services**		
	Net increase in revenue related to legal and administrative agreements, mainly due to an increase in land development fee revenue.	$	1,297,341
	Increase in contract police service revenue, mainly related to Manitoba Public Insurance (MPI) contracts.		777,763
	Increase in Legal Data Resource Corporation (LDRC) fee revenue.		768,000
	Net increase in Fire Paramedic Service medical response user fee revenue, due to higher projected call volumes.		515,512
	Increase in WRHA fee revenue relating to ambulance waiting periods at hospitals.		400,000
	Increase in record searches revenue.		248,775
	Increase in sundry fee revenue related to fire inspections and prevention.		181,000
	Net increase in cemetery fee revenue.		129,610
	Decrease in program registration and arena revenue to reflect actual experience.		(422,992)
	Net increase in other sales of goods and services.		248,133
	Total	**$**	**4,143,142**
8	**Interest**		
	Increase in tax penalties interest revenue.	$	3,750,000
	Increase in capital construction interest revenue.		200,000
	Net decrease in other interest income and debt charges recoverable.		(235,181)
	Total	**$**	**3,714,819**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2016 Compared to 2015

Expl. No.	Explanations		Variance
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- General Purpose Reserve.	$	15,376,000
	- Municipal Accommodations.		5,543,563
	- General Revenue Enterprises Fund.		2,433,741
	- Economic Development Investment Reserve.		1,400,000
	- Insect Control Reserve.		700,000
	- Land Operating Reserve.		(7,200,000)
	- Financial Stabilization Reserve.		(4,200,000)
	- Insurance Reserve.		(2,500,000)
	- Sewage Disposal for land drainage.		(1,330,237)
	- Housing Rehabilitation Investment Reserve.		(500,000)
	- Workers Compensation Reserve.		(300,000)
	- Net increase in other transfers.		1,143
	Total	**$**	**9,424,210**
10	**Other**		
	Utility dividend.	$	1,436,792
	Fleet Management Agency dividend.		1,400,000
	Rebate from MPI related to increased training and experience for equipment operators.		619,622
	Winnipeg Parking Authority dividend.		(3,000,000)
	Decrease in other miscellaneous revenue.		(66,636)
		$	**389,778**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
11	**Police Service**	
	Increase in salaries and benefits, primarily due to increases in the collective agreements and the addition of 8 cadets for new Police Headquarters security, and 2 positions for Transit buses.	$ 9,744,556
	Increase in facilities costs, primarily due to the move to the new Police Headquarters.	4,069,889
	Transfer to Capital.	3,292,000
	Net increase in debt and finance charges, primarily due to the move to the new Police Headquarters.	2,271,908
	Increase in costs associated with an increase in photo enforcement revenue.	752,000
	Net decrease in recoveries from capital.	157,899
	Corporate adjustment to reflect a year over year increase of 6.32% for Police Service expenditures.	(3,500,000)
	Net operational cost decreases.	(96,324)
	Total	**$ 16,691,928**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
12	**Public Works**	
	Frontage levy - Transfer to Capital for bridge renewal.	$ 10,000,000
	Transfer to Local Street Renewal Reserve.	4,900,000
	Transfer to Regional Street Renewal Reserve.	4,900,000
	Increase in salaries and benefits, including 5.5 additional asset management positions for $654,995 and 1 pedestrian and bicycle path planning position for $81,858, fully recovered from capital.	1,641,468
	Transportation Management Centre.	1,100,000
	Decrease in recoveries for Equipment Operator training funding, now recorded as revenue.	703,000
	Net increase in fleet costs.	339,717
	Increase in facilities costs.	154,639
	Grant to the University of Manitoba for a Research Chair in Municipal Infrastructure.	50,000
	Transfer to Capital.	(8,837,000)
	Decrease in debt and finance charges.	(2,694,639)
	Decrease in fuel costs, primarily due to lower price estimates.	(834,023)
	Decrease in contract services costs related to mosquito control program.	(300,000)
	Net operational cost decreases.	(49,233)
	Total	**$ 11,073,929**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
13	**Fire Paramedic Service**	
	Increase in salaries and benefits, including an expansion of community paramedicine service with the addition of 7 paramedics (5.25 FTEs prorated for 2016) for the Main Street Project (MSP) and 17 paramedics (12.75 FTEs prorated for 2016) for the Emergency Paramedics in the Community (EPIC) program, subject to funding confirmation by the WRHA ($2,560,794). In addition, 1 position (.75 FTE prorated for 2016) for disaster preparedness and response activities.	$ 9,708,909
	Transfer to Capital.	985,000
	Increase in fleet costs, primarily leasing costs to replace aging fire apparatus.	860,158
	Increase in uniform costs.	137,167
	Increase in debt and finance charges.	109,580
	Net operational cost increases.	17,598
	Total	**$ 11,818,412**
14	**Community Services**	
	Decrease in transfer to Municipal Accommodations related to capital expenditures.	$ (3,950,856)
	Transfer to Capital.	(3,436,000)
	Grant of $10,512,000 to Assiniboine Park Conservancy (APC).	(864,000)
	Increase in recoveries, primarily from capital for 3 asset management positions (2.30 FTEs prorated in 2016).	(263,672)
	Decrease in facilities costs.	(136,037)
	Net decrease in debt and finance charges.	(110,279)
	Increase in salaries and benefits.	1,264,188
	Increase in grants to community centres.	162,750
	One-time grant to General Council of Winnipeg Community Centres (GCWCC) for facilities costs.	30,336
	Net operational cost increases.	143,397
	Total	**$ (7,160,173)**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
15	**Planning, Property and Development**	
	Transfer to Municipal Accommodations for vacant, common and corporate space, including the impact of the new Police Headquarters, now recorded in the Police Service budget.	$ (5,580,348)
	Transfer to Capital.	(1,028,000)
	Net increase in recoveries, primarily from the Permit Reserve to fund 13 new temporary positions, offset by Homelessness Partnering Strategy of $391,200 recorded as revenue effective 2016.	(868,830)
	Decrease in debt and finance charges.	(193,364)
	Increase in salaries and benefits, including 1 new position in land development, 3 new positions and 13 temporary positions in zoning, permits and inspections. The 13 temporary positions are offset by recoveries from the Permit Reserve.	2,409,931
	Increase in CentreVenture's operating grant.	500,000
	Increase in the grant provided to Manitoba Housing and Renewal Corporation for the City's share of net operating costs in accordance with funding arrangement.	469,726
	Increase in the cost of consulting services.	228,889
	Net operational cost decreases.	(156,428)
	Total	**$ (4,218,424)**
16	**Water and Waste**	
	Decrease in salaries and benefits.	$ (575,061)
	Decrease in debt and finance charges.	(549,334)
	Transfer to Capital.	(520,000)
	Increase in garbage collection contract costs.	865,420
	Increase in landfill tipping fee costs.	209,033
	Net operational cost increases.	46,079
	Total	**$ (523,863)**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations		Variance
17	**Street Lighting**		
	Increase in expenditures due to Manitoba Hydro rate increases, and new installations and upgrades.	**$**	**441,000**
18	**Corporate Support Services**		
	Transfer to the Computer Replacement Reserve for City-wide essential systems.	$	1,607,569
	Transfer to Capital.		1,380,000
	Increase in salaries and benefits, including the addition of 9 positions (6.75 FTEs prorated for 2016) for project management and IT related projects, partially recovered ($293,011) from capital.		1,263,497
	Increase in allocated departmental costs related to IT costs for the 311 Contact Centre, fully offset by recoveries from other departments.		454,727
	Net increase in services costs, including $178,706 for training, workshops and tuition.		228,506
	One-time increase in grant to Ka Ni Kanichik to support the Honouring Gifts program.		24,000
	Increase in recoveries including salaries and benefits and costs associated with the 311 Contact Centre.		(855,611)
	Net operational cost increases.		187,926
	Total	**$**	**4,290,614**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations		Variance
19	**Assessment and Taxation**		
	Transfer to Capital.	$	(750,000)
	Decrease in postage due to a reduction in volume (assessment cycle).		(129,000)
	Increase in salaries and benefits, primarily related to the temporary positions for the 2016 Added Value program.		331,132
	Net operational cost increases.		13,860
	Total	**$**	**(534,008)**
20	**Corporate Finance**		
	Increase in salaries and benefits, mainly related to annualized Asset Management positions (1.50 FTEs) and a position for inventory control oversight and a position to manage the Group Life Insurance Fund (1.50 FTEs prorated for 2016).	$	561,309
	Increase in recoveries, primarily related to added positions to support Corporate intiatives noted above.		(404,227)
	Transfer to Capital.		(300,000)
	Net operational cost increases.		28,454
	Total	**$**	**(114,464)**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
21	**City Clerks**	
	Grant to the Winipeg Art Gallery - Inuit Art Centre.	$ 1,000,000
	Increase in grant to the Winnipeg Arts Council.	312,767
	One-time grant for the Downtown Biz - Community Homeless Assistance Team (CHAT).	150,000
	One-time grant for Economic Development Winnipeg - Yes! Winnipeg.	135,000
	One-time grant for the Manitoba Theatre for Young People (MTYP).	30,000
	One-time grant for in-kind services to support the Downtown Biz - Manyfest.	20,000
	One-time grant for the Winnipeg Parade Committee - Santa Claus Parade.	20,000
	One-time grant to Manito Ahbee Festival for both cash and in-kind support.	12,500
	One-time increase in grant to Take Pride Winnipeg to support the Green Wave program.	12,000
	Decrease in salaries and benefits.	(21,817)
	Net operational cost decreases.	(68,129)
	Total	**$ 1,602,321**
22	**Other departments**	
	Increase in salaries and benefits, including the addition of 6 communications positions (4.0 FTEs prorated for 2016) for corporate communications and the Office of Public Engagement.	$ 766,430
	Net operational cost increases.	42,835
	Total	**$ 809,265**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2016 Compared to 2015

Expl. No.	Explanations		Variance
23	**Debt and finance charges**		
	Increase in corporate debt and finance charges.	**$**	**39,723**
24	**Taxes**		
	Increase in provincial payroll tax estimate.	**$**	**1,013,802**
25	**Insurance and damage claims**		
	Increase in insurance costs reflecting recent experience with claims and premiums.	**$**	**720,032**
26	**Contribution to Transit**		
	Contribution to Transit (refer to variance explanation #5 under "Utility Operations" section of this appendix for additional information on Transit).	**$**	**22,569,109**
27	**Other**		
	Transfer to Capital including non-recurring capital surplus savings of $5.5 million in 2015.	$	3,959,995
	Net decreases, including provision for corporate risk management.		(2,958,787)
	Miscellaneous adjustments.		431,012
	Total	**$**	**1,432,220**

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THE CITY OF WINNIPEG
2016 Preliminary Operating Budget and 2017 and 2018 Projections
UTILITY OPERATIONS

	2015 Adopted Budget	2016 Preliminary Budget	Variance	Expl. No.	2017 Projection	2018 Projection
	$	$	$		$	$
Municipal Accommodations						
Revenue	85,714,008	**75,097,888**	(10,616,120)		76,964,363	81,502,487
Expenditure	85,714,008	**75,097,888**	(10,616,120)		76,964,363	81,502,487
Surplus/(Deficit)	-	**-**	-	1	-	-
Sewage Disposal *						
Revenue	160,183,729	**166,755,921**	6,572,192		182,135,353	199,789,547
Expenditure**	153,355,665	**146,023,542**	(7,332,123)		156,907,507	170,827,598
Surplus/(Deficit)	6,828,064	**20,732,379**	13,904,315	2	25,227,846	28,961,949
Solid Waste Disposal *						
Revenue	39,816,193	**43,335,644**	3,519,451		46,107,837	49,487,414
Expenditure	38,812,335	**40,131,112**	1,318,777		45,271,011	54,436,871
Surplus/(Deficit)	1,003,858	**3,204,532**	2,200,674	3	836,826	(4,949,457)
Waterworks *						
Revenue	107,617,870	**114,754,293**	7,136,423		128,474,856	133,226,743
Expenditure **	111,982,028	**111,079,291**	(902,737)		114,420,024	117,326,109
Surplus/(Deficit)	(4,364,158)	**3,675,002**	8,039,160	4	14,054,832	15,900,634
Transit						
Revenue	174,830,859	**200,409,733**	25,578,874		199,108,852	212,813,529
Expenditure	174,830,859	**200,409,733**	25,578,874		199,108,852	212,813,529
Surplus/(Deficit)	-	**-**	-	5	-	-
Total						
Revenue	**568,162,659**	**600,353,479**	**32,190,820**		**632,791,261**	**676,819,720**
Expenditures	**564,694,895**	**572,741,566**	**8,046,671**		**592,671,757**	**636,906,594**
Surplus/(Deficit)	**3,467,764**	**27,611,913**	**24,144,149**		**40,119,504**	**39,913,126**

* 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.

** Waterworks and Sewage Disposal's 2015 expenditures have been restated to include the dividend transferred to the General Revenue Fund to provide consistent disclosure with 2016.

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
UTILITY OPERATIONS - 2016 Compared to 2015

Expl. No.	Explanations		Variance
1	**Municipal Accommodations**		
	Revenue Changes:		
	Decrease in transfer from the Police Service related to debt and finance charges for Police Headquarters recorded directly in Police Service budget effective 2016.	$	(7,819,285)
	Decrease in transfer from Community Services related to capital investments.		(3,950,856)
	Increase in recoveries from tax-supported client departments.		733,946
	Increase in revenue related to encroachment licenses issued to reflect fair market rental rates for encroachments on City-owned properties.		375,000
	Net increase in transfer from other Funds for facilities charges.		108,513
	Miscellaneous adjustments.		(63,438)
		$	(10,616,120)
	Expenditure Changes:		
	Transfer to Capital.	$	(7,998,000)
	Debt and finance charges for Police Headquarters recorded directly in Police Service budget effective 2016.		(7,819,285)
	Decrease in utilities costs primarily related to the delay in occupancy of the Police Headquarters.		(415,000)
	Increase in recoveries related to Fire Paramedic Service locations.		(275,000)
	Increase in the transfer to the General Revenue Fund.		5,543,563
	Increase in salaries and benefits, including 13 temporary maintenance staff for the Police Headquarters, offset by a corresponding reduction in contract services,		497,981
	Miscellaneous adjustments.		(150,379)
		$	(10,616,120)
	Variance.	**$**	-

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
UTILITY OPERATIONS - 2016 Compared to 2015

Expl. No.	Explanations		Variance
2	**Sewage Disposal**		
	Revenue Changes:		
	Increase in sewer services revenue.	$	4,128,816
	Increase in industrial waste surcharges.		1,600,000
	Increase in hauled waste revenue.		775,000
	Miscellaneous adjustments.		68,376
		$	6,572,192
	Expenditure Changes:		
	Decrease in transfer to Sewer Rehabilitation Reserve.	$	(9,400,000)
	Decrease in transfer to land drainage.		(1,330,237)
	Increase in transfer to Environmental Projects Reserve.		806,760
	Increase in dividend transfer to the General Revenue Fund.		495,446
	Increase in property tax.		486,495
	Increase in large volume sewer discount program support.		414,000
	Increase in utilities costs.		383,000
	Increase in salaries and benefits.		343,074
	Increase in allocated departmental costs.		212,600
	Increase in landfill tipping fees for the disposal of biosolids.		183,700
	Miscellaneous adjustments.		73,039
		$	(7,332,123)
	Increase in surplus.	**$**	**13,904,315**

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.

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
UTILITY OPERATIONS - 2016 Compared to 2015

Expl. No.	Explanations		Variance
3	**Solid Waste Disposal**		
	Revenue Changes:		
	Net increase in tipping fee revenue.	$	2,048,423
	Waste diversion user fee revenue.		734,000
	Increase in Waste Reduction Support grant and other Provincial grants.		650,288
	Miscellaneous adjustments.		86,740
		$	3,519,451
	Expenditure Changes:		
	Increase in salaries and benefits.	$	979,594
	Increase in leaf and yard waste collection costs.		517,660
	Increase in Transfer to the Landfill Rehabilitation Reserve.		186,030
	Net increase in the cost of services.		134,923
	Increase in recoveries.		(305,141)
	Transfer to Waste Diversion Reserve.		(300,000)
	Decrease in debt and finance charges.		(30,217)
	Miscellaneous adjustments.		135,928
		$	1,318,777
	Increase in surplus.	**$**	**2,200,674**

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 increase in the event of major unforeseen expenditures or shortfalls in revenue.

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
UTILITY OPERATIONS - 2016 Compared to 2015

Expl. No.	Explanations		Variance
4	**Waterworks**		
	Revenue Changes:		
	Increase in water sales revenue.	$	7,844,163
	Decrease in interest revenue.		(382,472)
	Miscellaneous adjustments.		(325,268)
		$	7,136,423
	Expenditure Changes:		
	Decrease in debt and finance charges.	$	(1,742,911)
	Decrease in allocated department costs.		(361,153)
	Increase in Water Utility Dividend.		941,346
	Increase in salaries and benefits.		219,044
	Miscellaneous adjustments.		40,937
		$	(902,737)
	Variance.	**$**	**8,039,160**

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.

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
UTILITY OPERATIONS - 2016 Compared to 2015

Expl. No.	Explanations		Variance
5	**Transit**		
	Revenue Changes:		
	Increase in transfer from the General Revenue Fund.	$	22,569,109
	Increase in Provincial operating grant.		5,162,988
	Revised goods and services revenue projection (based on expected capacity and ridership).		(2,292,514)
	Miscellaneous adjustments.		139,291
		$	25,578,874
	Expenditure Changes:		
	Transfer to Capital, including $1.563 million budgeted in 2015 in corporate accounts and capital amounts of $4.171 million in 2015 debt and finance charges.	$	17,173,000
	Increase in bus parts costs.		6,426,780
	Increase in salaries and benefits.		4,457,033
	Transfer to the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve.		3,400,000
	Increase in transfer to Bus Replacement Reserve.		962,219
	Net increase in services costs, mainly related to an increase in handi-transit contractor fees.		590,490
	Decrease in motive fuel costs, mainly due to lower fuel price estimates.		(4,915,440)
	Decrease in debt and finance charges.		(1,714,179)
	Net increase in recoveries.		(914,975)
	Miscellaneous adjustments.		113,946
		$	25,578,874
	Variance.	**$**	**-**

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THE CITY OF WINNIPEG

2016 Preliminary Operating Budget and 2017 and 2018 Projections

SPECIAL OPERATING AGENCIES

	2015 Adopted Budget	2016 Preliminary Budget	Variance	Expl. No.	2017 Projection	2018 Projection
	$	$	$		$	$
Fleet Management						
Revenue	50,895,649	**50,543,820**	(351,829)		51,548,728	52,576,724
Expenditure*	51,064,651	**50,775,715**	(288,936)		50,811,039	52,664,977
Surplus/(Deficit)	(169,002)	**(231,895)**	(62,893)	1	737,689	(88,253)
Parking Authority						
Revenue	17,195,356	**16,814,222**	(381,134)		16,992,286	17,174,879
Expenditure	17,545,200	**17,068,154**	(477,046)		19,231,048	16,737,617
Surplus/(Deficit)	(349,844)	**(253,932)**	95,912	2	(2,238,762)	437,262
Golf Services						
Revenue	3,640,817	**3,461,917**	(178,900)		3,381,298	3,515,171
Expenditure	2,859,794	**2,749,815**	(109,979)		2,785,677	2,845,034
Surplus/(Deficit)	781,023	**712,102**	(68,921)	3	595,621	670,137
Animal Services						
Revenue	3,708,321	**3,879,600**	171,279		3,898,425	3,922,325
Expenditure	3,591,558	**3,784,624**	193,066		3,866,885	3,955,945
Surplus/(Deficit)	116,763	**94,976**	(21,787)	4	31,540	(33,620)
Total						
Revenue	**75,440,143**	**74,699,559**	**(740,584)**		**75,820,737**	**77,189,099**
Expenditures	**75,061,203**	**74,378,308**	**(682,895)**		**76,694,649**	**76,203,573**
Surplus/(Deficit)	**378,940**	**321,251**	**(57,689)**		**(873,912)**	**985,526**

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

*Fleet Management Agency's 2015 expenditures have been restated to include the dividend transferred to the General Revenue Fund to provide consistent disclosure with 2016.

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
1	**Fleet Management**	
	Revenue Changes:	
	Decrease in fleet leases.	$ (1,407,888)
	Increase in fuel sales.	503,148
	Increase in rental income.	311,220
	Increased revenue from the sale of surplus equipment.	200,000
	Net increase in services and parts revenue.	41,691
		$ (351,829)
	Expenditure Changes:	
	Decrease in amortization.	$ (1,926,252)
	Decrease in interest expense.	(349,424)
	Net decrease in parts.	(309,552)
	Dividend transfer to the General Revenue Fund.	1,400,000
	Increase in fuel costs.	457,416
	Net increase in service costs.	272,320
	Increase in salaries and benefits.	179,711
	Miscellaneous adjustments.	(13,155)
		$ (288,936)
	Increase in deficit.	**$ (62,893)**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
2	**Parking Authority**	
	Revenue Changes:	
	Decrease in enforcement revenue.	$ (464,607)
	Decrease in surface parking lot revenue.	(158,000)
	Increase in parking meter revenue.	176,000
	Increase in special events revenue.	110,000
	Miscellaneous adjustments.	(44,527)
		$ (381,134)
	Expenditure Changes:	
	Decrease in expenditures related to the 2015 implementation of the new Municipal By-Law Enforcement Act.	$ (519,000)
	Decrease in debt and finance charges.	(306,881)
	Net increase in services costs.	274,103
	Increase in salaries and benefits.	47,807
	Miscellaneous adjustments.	26,925
		$ (477,046)
	Decrease in deficit.	**$ 95,912**

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2016 Compared to 2015

Expl. No.	Explanations	Variance
3	**Golf Services**	
	Revenue Changes:	
	Decrease in green fee revenue.	$ (224,796)
	Decrease in equipment rental revenue.	(48,129)
	Increased transfer from Golf Course Reserve.	101,000
	Miscellaneous adjustments.	(6,975)
		$ (178,900)
	Expenditure Changes:	
	Net decrease in services costs.	$ (117,297)
	Increase in salaries and benefits.	64,384
	Miscellaneous adjustments.	(57,066)
		$ (109,979)
	Decrease in surplus.	**$ (68,921)**
4	**Animal Services**	
	Revenue Changes:	
	Net increase in regulation revenue due to increased fees.	$ 189,851
	Net decrease in the transfer from the General Revenue Fund.	(25,440)
	Miscellaneous adjustments.	6,868
		$ 171,279
	Expenditure Changes:	
	Increase in grant related to the service agreement with the Winnipeg Humane Society.	$ 152,273
	Increase in grants in support of expanded cat spay and neuter programs.	35,875
	Increase in salaries and benefits.	15,100
	Miscellaneous adjustments.	(10,182)
		$ 193,066
	Decrease in surplus.	**$ (21,787)**

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Appendix 2

THE CITY OF WINNIPEG
2016 Preliminary Operating Budget
Listing of Grants

Organization	2016
Annual Grant Agreements	
Age and Opportunity Centre - Older victims services	$ 20,250
Age and Opportunity Centre - Preventative programming for senior citizens	80,100
Andrews Street Family Centre	45,700
Art City	100,000
Big Brothers Big Sisters of Winnipeg	12,000
Block Parents	17,564
Broadway Neighbourhood Centre	120,500
Broadway Neighbourhood Centre - Just TV	150,000
CentreVenture	600,000
Coalition to Save the Elms*	20,000
Dalnavert Museum	21,000
Downtown Winnipeg Biz*	232,000
Downtown Winnipeg Biz - Community Homeless Assistance Team (CHAT)	150,000
Economic Development Winnipeg - YES! Winnipeg	135,000
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
Grant's Old Mill Museum	17,240
Green Action Centre	35,000
Heritage Winnipeg Corporation	34,750
Historical Museum of St. James-Assiniboia	83,391
Immigrant and Refugee Community Organization of Manitoba	73,810
Ka Ni Kanichihk Inc - Honouring Gifts	24,000
Sub-Total	**2,140,061**

* Includes Community Partnerships.

Note: This grants appendix is not inclusive of all City of Winnipeg grants (e.g. grants from reserves authorized through separate reports, in-kind grants, etc…)

Organization	2016
Ma Mawi Wi Chi Itata Centre - Positive Athletic Cutural Experience (PACE)	60,000
Main Street Project	96,000
Manito Ahbee Festival Inc.	5,000
Manitoba Children's Museum	120,000
Manitoba Eco Network*	5,000
Manitoba Museum	55,000
Manitoba Theatre for Young People	30,000
Mediation Services	5,000
Norwood Lawn Bowling Club*	16,851
Ross House Museum	31,077
Rossbrook House	256,339
Save Our Seine	30,000
Seven Oaks House Museum	28,226
Spence Neighbourhood Association*	23,150
St. Boniface Hospital*	11,261
St. Boniface Museum	450,000
Take Pride Winnipeg*	230,000
Take Pride Winnipeg - Green Wave program	12,000
Take Pride Winnipeg - Graffiti Control*	20,000
The Immigrant Centre	27,000
Transcona Museum	155,000
Ukrainian Cultural and Education Centre	15,000
United Way Winnipeg - 'Peg' Community Indicators System	30,000
University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	30,000
Urban Angling Partnership	5,000
West End Biz*	40,500
Western Canada Aviation Museum	55,000
Winnipeg Arts Council Grants	4,645,319
Winnipeg Art Gallery - Inuit Art Centre	1,000,000
Winnipeg Boys and Girls Club*	181,148
Winnipeg Foundation - Nourishing Potential Fund	83,333
Winnipeg Harvest	50,000
Winnipeg Parade Committee - Santa Claus Parade	20,000
Winnipeg Public Library Board	79,315
Winnipeg Police Museum	18,000
Category Sub-Total	**10,059,580**

* Includes Community Partnerships.

Organization	2016
Multi-Year Arrangements	
Assiniboine Park Conservancy	$ 10,512,000
Band 40 Aboriginal Youth Scholarship	4,000
CentreVenture - Youth for Christ building	241,597
East End Community Centre	189,972
Garden City Community Centre	358,929
Manitoba Housing and Renewal Corporation	650,000
True North - Refund of Business Tax	232,000
True North - Refund of Entertainment Funding Tax**	6,790,000
United Way Winnipeg - Plan to End Homelessness (annual grant ending in 2019)	150,000
University of Manitoba - Research Chair in Municipal Infrastructure (annual grant ending in 2020)	50,000
Winnipeg Football Club Entertainment Funding Tax	1,400,000
Winnipeg Goldeyes - Refund of Entertainment Funding Tax*	270,000
Winnipeg Goldeyes - Grant for Municipal Property Tax	46,500
Winnipeg Housing Rehabilitation Corporation	180,000
Category Sub-Total	**21,074,998**
Other Programs	
Aboriginal Youth Strategy (see next page for details)	$ 1,750,000
Civic Initiatives, Promotional and Protocol	513,000
Community Centres	5,469,268
General Council of Winnipeg Community Centres*	1,446,725
General Council of Winnipeg Community Centres - Lease Top-Up	30,336
Graffiti Control Partner Funding Allocation*	210,000
Local Grants (Per Capita Grants)	167,481
Minimal Municipal Services	310,000
Province of Manitoba (Off The Wall Program) - Graffiti Control*	10,000
River East Neighborhood Network - Trails Committee*	9,000
Transit Community Events Support	24,300
Estimated grants in support of cat spay and neuter programs	125,000
Winnipeg Humane Society (WHS)	652,273
Winnipeg Soccer Federation	27,145
Category Subtotal	**10,744,528**
Cumulative Total	**$ 41,879,106**

* Includes Community Partnerships.

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

	2016
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 - The Future is Yours	107,331
- Ndinaweaaganag Endaawaad Inc. - Youth Resource Centre Recreation Program	51,000
- Spence Neighbourhood Association - First Jobs 4 Youth Project	36,174
- Resource Assistance for Youth - Growing Opportunities	82,745
- Internal City of Winnipeg Projects	284,270
- Infrastructure training/apprenticeship program*	750,000
Total Aboriginal Youth Strategy	**$ 1,750,000**

*Infrastructure training/apprenticeship program (cash and in-kind services) – the City of Winnipeg 1/3 share of up to $250,00 in the program is subject to 1/3 funding from the Province and 1/3 funding from the private sector.

Reserves - Budget Summary

(in $000's)	2015 Forecast	2016 Preliminary Budget Revenue	2016 Preliminary Budget Expenditures	Estimated Closing Balance *
Stabilization Reserve				
Financial Stabilization	75,631	1,324	5,303	71,652
Subtotal	75,631	1,324	5,303	71,652
Capital Reserves				
Watermain Renewal	5,161	16,595	18,030	3,726
Sewer System Rehabilitation	19,418	16,080	24,046	11,452
Environmental Projects	83,215	19,284	14,164	88,335
Brady Landfill Site Rehabilitation	5,646	530	16	6,160
Waste Diversion	2,369	12	687	1,694
Golf Course	453	152	272	333
Computer Replacement	1,260	1,760	2,782	238
Transit Bus Replacement	11,552	6,623	17,912	263
Southwest Rapid Transit Corridor	4,729	23	1,680	3,073
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	-	3,414	8	3,406
Federal Gas Tax	173	41,951	41,950	174
Local Street Renewal	1,236	19,006	19,856	386
Regional Street Renewal	616	14,504	14,690	430
Subtotal	135,828	139,934	156,093	119,670
Special Purpose Reserves				
Workers Compensation	4,749	1,325	2,664	3,410
Brookside Cemetery	15,696	713	353	16,056
St. Vital Cemetery	1,115	63	18	1,159
Transcona Cemetery	777	43	12	808
Insurance	509	4	(1,299)	1,812
Contributions in Lieu of Land Dedication	7,307	1,634	889	8,052
Land Operating	26,715	27,176	41,683	12,209
Wading & Outdoor Pool Extended Season	-	352	352	-
Commitment	4,685	2,746	6,061	1,370
Heritage Investment	143	814	952	4
Housing Rehabilitation Investment	4,136	6,228	6,476	3,888
Economic Development Investment	3,523	2,566	5,269	820
General Purpose	16,438	58	16,333	163
Multi-Family Dwelling Tax Investment	4,600	2,640	2,100	5,140
Insect Control	2,654	16	709	1,961
Permit	1,510	7	914	604
Destination Marketing	10,677	9,175	7,656	12,196
Subtotal	105,234	55,560	91,142	69,652
Total	**316,693**	**196,818**	**252,538**	**260,974**

* Estimated closing balance may not result in the 2015 Forecast plus revenue less expenditures due to rounding.

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Appendix 4

Tax Supported Transfers From Other Funds

Transfers from Other Funds	2015 Adopted	2016 Preliminary	Variance
General Purpose Reserve.	$ 924,000	$ 16,300,000	$ 15,376,000
Financial Stabilization Reserve.	9,200,000	5,000,000	(4,200,000)
Insect Control Reserve.	-	700,000	700,000
Workers Compensation Reserve.	1,300,000	1,000,000	(300,000)
Insurance Reserve.	2,500,000	-	(2,500,000)
Economic Development Investment Reserve.	-	1,400,000	1,400,000
Housing Rehabilitation Investment Reserve.	750,000	250,000	(500,000)
General Revenue Enterprises Fund.	-	2,433,741	2,433,741
Sewer Utility for Land Drainage costs.	11,551,721	10,221,484	(1,330,237)
Land Operating Reserve.	7,435,000	235,000	(7,200,000)
Municipal Accommodations.	10,464,732	16,008,295	5,543,563
Destination Marketing Reserve.	60,000	60,000	-
For 311 Contact Centre services provided.	1,447,738	1,448,881	1,143
Business Technology Services (BTS) transfers.	145,838	145,838	-
Total	**$ 45,779,029**	**$ 55,203,239**	**$ 9,424,210**

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Appendix 5A

Transfer to Capital Reconciliation

Departments	2015 Adopted Budget	2016 Preliminary Budget	Variance
Winnipeg Police Service	$ 4,986,000	$ 8,278,000	$ 3,292,000
Public Works	31,131,000	22,294,000	(8,837,000)
Fire Paramedic Service	3,348,000	4,333,000	985,000
Community Services	13,204,000	9,768,000	(3,436,000)
Planning, Property and Development	2,856,000	1,828,000	(1,028,000)
Water and Waste (Land Drainage)	4,945,000	4,425,000	(520,000)
Corporate Support Services	2,494,000	3,874,000	1,380,000
Assessment and Taxation/Local Improvements	1,350,000	600,000	(750,000)
Corporate Finance	300,000	-	(300,000)
City Clerks	1,750,000	1,750,000	-
Corporate	970,995	(569,010)	(1,540,005)
Total tax supported	**$ 67,334,995**	**$ 56,580,990**	**$ (10,754,005)**
Transit	4,170,995	17,173,000	13,002,005
Municipal Accommodations	10,472,010	2,474,010	(7,998,000)
Total City Transfer to Capital	**$ 81,978,000**	**$ 76,228,000**	**$ (5,750,000)**
Corporate - Savings from capital closure	(5,500,000)	-	5,500,000
TOTAL	**$ 76,478,000**	**$ 76,228,000**	**$ (250,000)**

Notes:

1. 2015 transfers to capital are based on the 2015 Adopted Capital Budget adjusted for assumed provincial funding. 2016 transfers are based on the 2016 Preliminary Capital Budget adjusted for assumed provincial funding.

2. Public Works transfer to capital excludes transfers to the regional and local streets reserves (2015 - $23.7 million and 2016 - $33.5 million) and transfer to capital - frontage levy of $10 million.

3. Municipal Accommodations' 2015 adopted budget and 2016 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. This is offset as a Corporate adjustment above.

4. Year over year Total City Transfer to Capital change:

a) replacement with Frontage Levy financing dedicated to capital	(10,000,000)
b) replacement with Land Operating Reserve financing dedicated to capital	(1,700,000)
c) other increase, including incremental cash to capital of $4.5 million ($11 million in 2016 less $6.5 million in 2015 invested in the Regional Street Renewal capital program)	5,950,000
	(5,750,000)

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Appendix 5B

2016 Operating Budget Reconciliation
Variances Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2015 Adopted Budget	2016 Preliminary Budget	Transfer to Capital: Cash to Capital Variance	Transfer to Capital: Frontage Levy / Reserves Variance	Other Variances
Expenditures:					
Departmental:					
Police Service	$ 263,977,645	**$ 280,669,573**	$ 3,292,000		$ 13,399,928
Public Works	204,446,999	**215,520,928**	(8,837,000)	19,800,000	110,929
Fire Paramedic Service	178,321,417	**190,139,829**	985,000		10,833,412
Community Services	118,568,706	**111,408,533**	(3,436,000)		(3,724,173)
Planning, Property and Development	48,513,442	**44,295,018**	(1,028,000)		(3,190,424)
Water and Waste	30,923,306	**30,399,443**	(520,000)		(3,863)
Street Lighting	12,521,647	**12,962,647**	-		441,000
Corporate Support Services	32,963,368	**37,253,982**	1,380,000		2,910,614
Assessment and Taxation	20,519,895	**19,985,887**	(750,000)		215,992
Corporate Finance	9,129,967	**9,015,503**	(300,000)		185,536
City Clerks	12,947,687	**14,550,008**	-		1,602,321
Other departments	14,396,556	**15,205,821**	-		809,265
Sub-total Departmental	$ 947,230,635	**$ 981,407,172**	$ (9,214,000)	$ 19,800,000	$ 23,590,537
Corporate:					
Debt and finance charges	$ 503,222	**$ 542,945**			$ 39,723
Taxes	9,562,560	**10,576,362**			1,013,802
Insurance and damage claims	3,410,650	**4,130,682**			720,032
Contribution to Transit	47,349,724	**69,918,833**			22,569,109
Other	(13,959,492)	**(12,527,272)**	3,959,995		(2,527,775)
Sub-total Corporate	$ 46,866,664	**$ 72,641,550**	$ 3,959,995	$ -	$ 21,814,891
Total Expenditures	**$ 994,097,299**	**$ 1,054,048,722**	**$ (5,254,005)**	**$ 19,800,000**	**$ 45,405,428**

Notes:

1. Public Works' transfer to capital variance includes transfers to the regional and local street renewal reserves of $9.8 million (2015 - $23.7 million and 2016 - $33.5 million) and transfer to capital - frontage levy of $10 million.

2. 2015 Adopted Budget is restated to reflect the transfer of the Communications Division from Corporate Support Services to Chief Administrative Offices.

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Appendix 5C

2016 Operating Budget Reconciliation
Budget Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2015 Net Budget	2016 Net Budget	Variance
Expenditures:			
Departmental:			
Police Service	$ 258,991,645	$ 272,391,573	$ 13,399,928
Public Works	149,615,999	149,726,928	110,929
Fire Paramedic Service	174,973,417	185,806,829	10,833,412
Community Services	105,364,706	101,640,533	(3,724,173)
Planning, Property and Development	45,657,442	42,467,018	(3,190,424)
Water and Waste	25,978,306	25,974,443	(3,863)
Street Lighting	12,521,647	12,962,647	441,000
Corporate Support Services	30,469,368	33,379,982	2,910,614
Assessment and Taxation	19,169,895	19,385,887	215,992
Corporate Finance	8,829,967	9,015,503	185,536
City Clerks	11,197,687	12,800,008	1,602,321
Other departments	14,396,556	15,205,821	809,265
Sub-total Departmental	$ 857,166,635	$ 880,757,172	$ 23,590,537
Corporate:			
Debt and finance charges	$ 503,222	$ 542,945	$ 39,723
Taxes	9,562,560	10,576,362	1,013,802
Insurance and damage claims	3,410,650	4,130,682	720,032
Contribution to Transit	47,349,724	69,918,833	22,569,109
Other	(9,430,487)	(11,958,262)	(2,527,775)
Sub-total Corporate	$ 51,395,669	$ 73,210,560	$ 21,814,891
Total Expenditures before Transfer to the General Capital Fund	**$ 908,562,304**	**$ 953,967,732**	**$ 45,405,428**
Capital:			
Transfer to Capital Tax Supported	60,834,995	45,580,990	(15,254,005)
Incremental Transfer to Capital	6,500,000	11,000,000	4,500,000
Transfer to Regional Street Renewal Reserve	9,600,000	14,500,000	4,900,000
Transfer to Local Street Renewal Reserve	14,100,000	19,000,000	4,900,000
Transfer to Capital - Frontage Levy	-	10,000,000	10,000,000
Capital Closing Surplus	(5,500,000)	-	5,500,000
Total Transfer to the General Capital Fund	**$ 85,534,995**	**$ 100,080,990**	**$ 14,545,995**
Total Expenditures	**$ 994,097,299**	**$ 1,054,048,722**	**$ 59,951,423**

Cash to Capital Surpluses - 2015 Capital Closing Review
Tax Supported Summary

	2015
Total for tax supported departments	
Balance prior to 2015 Capital Closing Review	$ 348,344
Cash to capital surpluses from 2015 capital closing review (see detailed list on the following pages)	11,699,224
Total Cash to Capital Surpluses after 2015 Capital Review	**$ 12,047,568**
Use of Cash to Capital Surpluses	
Amount utilized in the 2016 capital budget and 2017 forecast	$ 11,600,000
Amount retained in Corporate non-specified capital account (see note below)	447,568
Total	**$ 12,047,568**

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 - 2015 Capital Closing Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Chief Peguis Trail - Henderson Hwy to Lagimodiere Blvd	2007	$ 12,513
Disraeli Bridge and Overpass Facility	2008	363,992
Red River Crossing Feasibility	2009	28,818
Waverley West Arterial Roads project	2010	5,461,555
Pembina Highway Underpass	2011	140,000
Portage Avenue Bridge (Sturgeon Creek)	2012	822,667
Engineering Division Research	2012	3,029
St. James Street Bridge (Omand's Creek)	2013	180,000
Regional and Community Parks - Buildings	2013	200,000
Disraeli Bridge and Overpass Facility	2014	828,935
Asset Management - Traffic Signals/Services	2014	2
Total Public Works		**8,041,511**
Municipal Accommodations & Planning, Property and Development		
Pan Am Pool Building Envelope	2010	99,390
Fort Rouge Leisure Centre Refurbishment	2012	86,838
Bomb Magazine Storage Facility	2012	86,624
General Building Renovation / Refurbishment	2013	62,932
Fire / Life Safety / Regulatory Upgrades	2013	40,612
Energy Conservation	2013	101,327
Historic Buildings	2013	82,722
Security / Building Automation System Initiatives	2013	113,920
Cooling Plant - Public Safety Building - 151 Princess Street	2013	364,984
Arenas*	2013	(2,648)
Outdoor Aquatic Facilities	2013	5,365
Community Facilities	2013	172,499
Building Communities - Administration	2011	9,906
Weather Protected Walkway System	2012	23,967
Land Acquisition for General Unspecified Purposes	2013	291,215
Cemeteries - Improvements	2013	83,757
Developer Payback	2013	67,407
Riverbank Greenway Programs	2013	39,500
Millennium Library Park Redevelopment	2013	15,064
Community Centres - Refurbishment*	2013	(10,719)
Total Municipal Accommodations & Planning, Property and Development		**1,734,662**
Community Services		
Recreation Refurbishment and Redevelopment	2011	1,842
Library Renovation / Refreshment	2012	43,315
Library Facility Safety and Accessibility Improvements Program	2013	82,373
Recreational Facility Safety and Accessibility Improvements Program	2013	7,153
Total Community Services		**134,683**

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

Cash to Capital - 2015 Capital Closing Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Winnipeg Police Service		
In Car Computing	2013	66,044
Total Winnipeg Police Service		**66,044**
Fire Paramedic Service		
Asset Management Program	2013	34,599
Facilities Replacement - Station 11	2013	264,488
Facilities Replacement - Station 19	2013	1,403,411
Total Fire Paramedic Service		**1,702,498**
Corporate Support Services		
PeopleSoft Upgrade	2012	23
E-Government	2013	1,443
PeopleSoft	2013	43
Total Corporate Support Services		**1,509**
Assessment		
Assessment Automation	2012	18,317
Total Assessment		**18,317**
Net cash to capital surpluses from 2015 capital closing review		**$ 11,699,224**

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 has established a permanent enhanced program for regional streets. The new revenue is 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 million in 2014, $10 million in 2015, and $5 million 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.

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 beginning in 2013 ($10 – $10 – $6 – $1). In the tenth year, the new street property tax funding could be exchanged with the current frontage levy. Thereafter the frontage levy rate could 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.

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Appendix 7

Funding Plan for Southwest Rapid Transitway (Stage 2) and Pembina Highway 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 Rapid 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 approximately $140 million and the Province of Manitoba has committed $225 million towards the project. The City of Winnipeg share is also $225 million equivalent but in the form of annual P3 payments for 30 years as well as annual debt payments. 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 $18.4 million along with a City debt repayment amount of $1.3 million also starting up in 2020 – for a total annual payment of $19.7 million.

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 Rapid 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 Rapid 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.

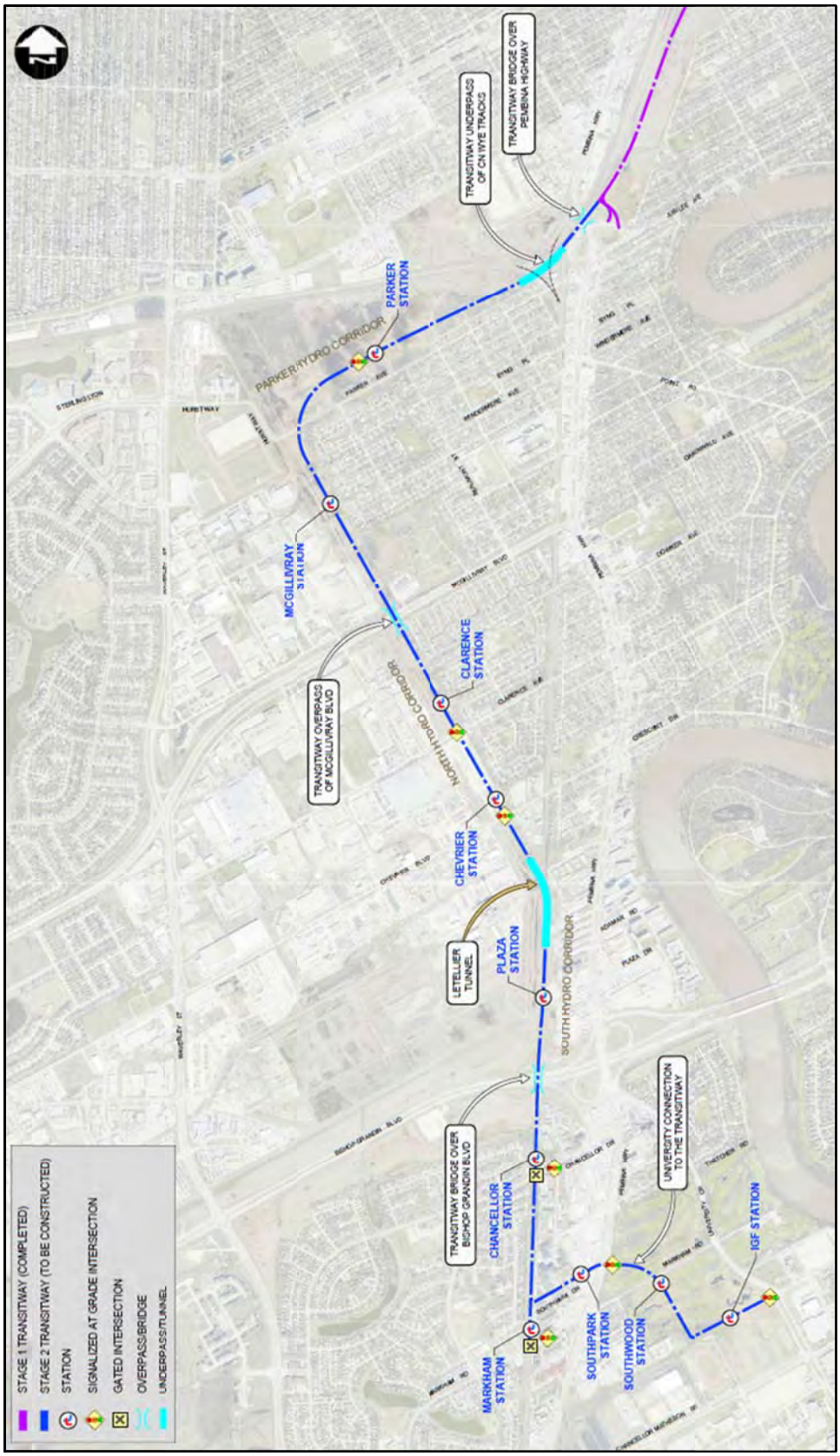

Figure 1 – Proposed Alignment and Approximate Station Locations

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 along with an additional annual transfer from the Transit System Fund of $1.7 million. This will finance the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve which would then fund the City component of the annual P3 payments and City debt repayment.

The table below outlines the City's incremental revenue being added to the Southwest Rapid 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%	
Resulting Revenues (in $ millions)												
From Dedicated 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
Transit System Fund	$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 Rapid 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 has been established. The above table only shows the City of Winnipeg component of the annual P3 and debt payments. The operating and maintenance P3 payments are cost shared between the City and the Province. The first total annual P3 and debt 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 mid-2016.

The reserve balance will grow starting in 2016 when the first new revenue is added. By 2020, when the first P3 and debt payments are required (estimated at $19.7 million), the 2020 revenue (estimated at $10.8 million) will be insufficient to make the $19.7 million payments and the reserve will be drawn down to make the annual payments. The property tax increases continue until there is sufficient revenue to make the annual 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 up to $137.3 million.

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2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
All fees and charges are effective April 1, 2016 unless otherwise noted			
GST and PST excluded			
Assessment and Taxation			
Business tax penalty interest - effective June 1, 2016			
Monthly interest on tax arrears	1.75%	2.25%	per month
Property tax penalty interest - effective July 1, 2016			
Monthly interest on tax arrears	1.75%	2.25%	per month
Other Penalties - effective July 1, 2016			
Accommodation tax	1.75%	2.25%	per month
Tax sale penalty - effective July 1, 2016			
Interest on tax sale properties	1.25%	2.25%	per month
Property & business tax fees for service			
Tax Status Search	17.00	23.00	per account
Tax account info - financial institutions - electronic or paper listing	17.00	23.00	per account
Tax sale redemption certificates	17.00	23.00	per account
City Clerks Department			
Appeal Hearing Fee	new	250.00	per appeal
Civil Marriage Ceremonies at City Hall	new	500.00	per ceremony
Animal Services			
Animal Services - animal adoption fees			
Administration Fee - non-refundable	new	40.00	each
Animal Services - animal care fees			
Grooming fee	new	50.00	each
Animal Services - licenses & permits			
Dog license annual fee for intact animal	66.00	71.00	each
Dog license annual fee for sterile animal	31.00	36.00	each
Animal Services - trap rental			
Trap set up/removal	41.00	65.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Cemeteries			
Traditional in ground property			
Continuous Foundation Property - Interior Location	2,225.00	2,450.00	each
Continuous Foundation Property - Premium Location	2,660.00	2,925.00	each
Flat Marker Lot - Interior Location	1,765.00	1,945.00	each
Flat Marker Lot - Premium Location	2,205.00	2,425.00	each
Infant Lot (Permits up to 2 Years of Age)	260.00	275.00	each
Child Lot (Permits 2 to 10 Years of Age)	620.00	655.00	each
Field of Honour Lot (Regimental No.required)	1,300.00	1,430.00	each
Social Services Clients - Full Size Casket Lot	1,765.00	1,945.00	each
Cremation Lot for 2 Cremains	1,030.00	1,135.00	each
Family Cremation Plot for 4 Cremains	1,500.00	1,655.00	each
Historic Property Sections - Only Available as single lots	3,100.00	3,420.00	each
Cremation Upright Monument Lot for 2	1,650.00	1,820.00	each
Columbaria packages			
Square – Gold Premium	3,755.00	3,945.00	each
Square – Gold Standard	3,515.00	3,695.00	each
Square - Silver Premium	3,200.00	3,360.00	each
Square - Silver Standard	2,855.00	3,000.00	each
Y-Niche - Gold	3,515.00	3,695.00	each
Y-Niche - Silver	3,200.00	3,360.00	each
Sunset Round - Gold	3,515.00	3,695.00	each
Sunset Round - Silver	3,200.00	3,360.00	each
Estate Two Niche Columbaria per unit	7,205.00	7,565.00	each
Estate Columbaria: 1st sold niche per unit, includes Free choice of standard roof peak engraving designs. (Not permitted on Vase units) Subject to availability	new	3,990.00	each
Estate Columbaria: remaining niche/s in partially sold unit. Per niche (Not permitted on Vase units) Subject to availability	new	3,575.00	each
Triangle - Gold	2,950.00	3,100.00	each
Triangle - Silver	2,745.00	2,885.00	each
Plaque or Engraved Low	2,745.00	2,885.00	each
Round - Silver	2,745.00	2,885.00	each
Round - Gold	2,950.00	3,100.00	each
Veterans Field of Honour Columbaria Niche per unit. Includes Veterans inurnment. Available for preneed purchases but Veteran must be the first interment.	2,820.00	2,965.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Vaults/liners/urns			
Whitex No. 2 Concrete Liner - Adult	1,950.00	2,045.00	each
Monticello No. 4 (Fiberglass) Vault Adult	2,500.00	2,750.00	each
Cremation Vault/Liner install fee - max 12" squared size permitted in cremation lot. Maximum 15" size permitted in full size lot (where not purchased in-house)	115.00	125.00	each
Traditional interment fees			
Child 2-10 years (max 5' casket)	400.00	440.00	each
Over 5FT: Single Depth	980.00	1,080.00	each
Over 5FT: Double Depth (Subject to conditions and availability)	1,500.00	1,650.00	each
Pallbearer Casket Assistance per 2 pallbearers and/or use of pallbearer carriage (subject to staff availability)-Carriage at Brookside only	50.00	55.00	per 2
Nov 1st to Apr 30th Interment Seasonal Accessibility & Reinstatement Fee.	110.00	120.00	each
Cremation interment fees			
Single Depth	415.00	460.00	each
Double Depth	590.00	650.00	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.	150.00	155.00	each
Nov 1st to Apr 30th Interment Seasonal Accessibility & Reinstatement Fee.	110.00	120.00	each
Sub-surface Ash Crypt	310.00	360.00	each
Niche Inurnment	305.00	350.00	each
Niche opening to allow removal of companion urn for 2nd inurnment	77.00	90.00	each
Disinterment			
5ft and Over 5ft length Single Depth Casket Disinterment	3,025.00	3,510.00	each
5ft and Over 5ft length Double Depth Casket Disinterment	5,610.00	6,510.00	each
Cremated Remains at single depth	565.00	655.00	each
Cremated Remains at double depth	750.00	870.00	each
Disinterment being interred into new City cemetery property receive a 5% discount on the disinterment fee. (Property must be purchased at time of disinterment).	new	5%	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Saturday/late funeral additional fees			
Late funeral departing interment property after 3:45, Monday through Friday - per 1/2 hour or part thereof	165.00	170.00	each
In ground Cremation Interment before Noon Saturday	290.00	305.00	each
Full casket, Saturday	835.00	878.00	each
Infant up to 2 years of age, Saturday casket interment before 12 Noon	295.00	310.00	each
Child 2-10 years of age, Saturday casket interment before 12 Noon	420.00	440.00	each
Niche Inurnment before Noon	245.00	255.00	each
Cremation Scattering/Ossuary/Sub Surface Ash Crypt Interment before Noon	245.00	255.00	each
Monument foundation fees			
Cement Slab - Single	375.00	385.00	each
Interment site Concrete Curb Set Removal and Disposal (discount is provided on any new installed foundation)	new	375.00	each
Monument/marker/vase installation/removal fees			
Military Upright Monument	185.00	195.00	each
Flat Marker Exchange or Removal	110.00	115.00	each
Flat Marker - Minimum sized 20" X 10"	200.00	210.00	each
Flat Marker - Greater Than Minimum size	1.05	1.15	per sq. Inch
Flat Markers installed with an attached Vase; applicable flat marker install fee plus	65.00	70.00	each
Separate Single Invertible Memorial Vase	165.00	175.00	each
Military Monument Removal	305.00	335.00	each
Pre-Installed Flat Marker Removal for 1st Interment	190.00	200.00	each
Flat Marker, Vase or Foundation disposal fee. (Removal fee charged separately)	new	180.00	each
Memorial installation - permits			
Per Memorial installed on a Foundation/Per Sub Base/Per Memorial Engraved on site	100.00	120.00	each
Per Picture Disc or Tag Affixed to a Monument	100.00	120.00	each
Memorials			
Memorial Bench - Donated Wooden incl. foundation	1,620.00	1,950.00	each
Memorial Bench -Bronze Plaque	295.00	305.00	each
Black Granite Memorial Bench incl. foundation	3,630.00	3,750.00	each
Rose Granite Memorial Bench incl. foundation	3,350.00	3,450.00	each
Book of Memories - plaque	230.00	235.00	each
Natural Granite Memory Stone with Bronze Plaque (Excludes interment/scattering of Cremated Remains - sold Separately)	1,430.00	1,645.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Donated Cremation Garden Evergreen Standard Memorial Shrub	205.00	210.00	each
Donated Cremation Garden Deciduous Standard Memorial Shrub	130.00	135.00	each
6" X 4" Oval Bronze Plaque for Standard Memorial Tree or Shrub	335.00	345.00	each
12" X 8" Cremation Garden Bronze Plaque	680.00	705.00	each
Natural Granite Memory Stone Small with Bronze Plaque (Excludes interment/scattering of Cremated Remains - sold Separately)	810.00	935.00	each
Memorial Disposal Fee	new	165.00	each
Miscellaneous fees			
Express Order (Where service is requested to be completed within 10 working days of receipt of the order) Engraving or Installation Services (Subject to availability)	new	45.00	each
Transfer of Deed incl. Letter of Confirmation	110.00	120.00	each
Letter of Property Ownership Confirmation	110.00	120.00	each
Tree/Shrub Removal from Property	310.00	360.00	each
Interment site GPS	45.00	50.00	each
Interment site or Memorial Photo (Max 2 jpeg or computer print only)	50.00	55.00	each
Cheques returned unpaid by Financial institution	45.00	65.00	each
Interest charged on overdue accounts, charged daily, applied monthly and compounded.	Interest charged on overdue accounts, charged daily at 1.50% applied monthly and Compounded.	Interest charged on overdue accounts, charged daily at 1.75% applied monthly and Compounded.	each
Administration fee	Administration fee - 12% or $75.00 minimum whichever is greater.	Administration fee - 12% or $100.00 minimum whichever is greater.	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Columbaria sundries			
Estate Niche Vase Granite (Includes Installation) (Applicable only if complete columbaria unit is purchased)	180.00	192.00	each
Columbaria Motif Engraving on Niche Door (Must be ordered at the time of ordering the standard door engraving)	80.00	85.00	each
Columbaria Motif Engraving on Niche Door (Must be ordered at the time of ordering the standard door engraving)	125.00	133.00	two
Columbaria Motif Engraving on Niche Door ordered separately from 1st service	200.00	213.00	each
Estate Columbaria Family Name Engraving (Applicable only if complete columbaria unit is purchased)	420.00	445.00	each
Additional Engraving Service on Niche Door	220.00	240.00	each
Engraved Niche Plaque Refurbishment	new	135.00	each
Property, Planning and Development			
Development Approvals, Building Permits and Inspections			
Penalties for Non-Compliance with Residential Fire Safety By-Law (4304/86) - Minimum penalty $500.00; Maximum penalty $5,000.00 (Penalties double each subsequent year of non-compliance)	new	100.00	Per unit within non-compliant building
Administration fee for collection process on overdue accounts	new	150.00	Per overdue invoice
Simple Encroachments (building elements, fences, etc.)			
Simple - Residential			
To permit an encroachment related to single-family and two-family dwellings and accessory structures	86.00	125.00	each
Annual encroachment license for all other types of encroachments, Single family and 2-family dwellings: First 5 m² or less of space occupied	new	75.00	each
Annual encroachment license for all other types of encroachments, Single family and 2-family dwellings: each additional 5 m² or portion thereof	new	40.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Simple - Commercial			
To permit an encroachment related to all other property types including multiple-family and row housing, commercial or industrial	172.00	200.00	each
Annual encroachment license for all other types of encroachments, Non-single family and 2-family dwellings: First 5 m² or less of space occupied	new	100.00	each
Annual encroachment license for all other types of encroachments, Non-single family and 2-family dwellings: each additional 5 or portion thereof m² or portion thereof	new	60.00	each
Sign Encroachments (not of an unusual nature)			
To permit a sign encroachment (Initial processing fee)	new	150.00	each
Annual Base rate per year (applied each year to cover costs of administration)	new	50.00	each
Rate per square meter (first year rates per square meter to be charged on a pro-rated fashion for each month or part there-of)	new	12.00	each
All other encroachments including those of an unusual or commercial nature			
To permit an encroachment of an unusual or commercial nature requiring approval of a designated employee but not Council approval (not including seasonal patios) with simple legal agreements (includes legal processing fees set at $1,160 for 2016)	new	1,500.00	each
To permit an encroachment of an unusual or commercial nature requiring Council approval (not including seasonal patios) with simple legal agreements (includes legal processing fees set at $1.160 for 2016)	new	2,000.00	each
To permit an encroachment of an unusual or commercial nature requiring Council approval (not including seasonal patios) with complex legal agreements (includes legal processing fees set at $2.900 for 2016)	new	4,500.00	each
To permit an encroachment of an unusual or commercial nature requiring approval of a designated employee but not Council approval (not including seasonal patios) with complex legal agreements (includes legal processing fees set at $2,900 for 2016)	new	3,700.00	each
Annual Administration Fee for all other Encroachment types including those of unusual or commercial nature	250.00	375.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Encroachment license annual rate for each square meter or portion thereof	new	25.00	each
Encroachment Discharge fee (all encroachment types except seasonal patios)	new	100.00	each
Development Applications And Agreements			
Land Development Administration Fee per Acre	1,200.00	2,138.00	per Acre
DAS fee (subdivide property and create new rights-of-way; public hearing required for subdivision approval): Base fee	new	6,450.00	each
DAS fee (subdivide property and create new rights-of-way; public hearing required for subdivision approval): Per Acre to a maximum of $20,000	new	400 (max 20,000)	per Acre
DASSF fee (subdivide property but will not create new rights-of-way; public hearing not required): Base fee	new	3,450.00	each
DASSF fee (subdivide property but will not create new rights-of-way; public hearing not required): Per Acre to a maximum of $15,000	new	400 (max 15,000)	per Acre
DASZ fee (approval of plan of subdivision and rezoning of the land contained in the subdivision): Base fee	new	12,375.00	each
DASZ fee (approval of plan of subdivision and rezoning of the land contained in the subdivision): Per Acre to a maximum of $50,000	new	400 (max 50,000)	per Acre
Extension fees - for an extension of the time period approved by Council for enactment of a by-law under a DAS/DAZ/DASZ file	365.00	719.00	each
Extension fees - for an extension of the time period for the Standing Policy Committee on Property and Development to complete a DASSF application	365.00	719.00	each
Extension fees - for time extension of the one year limitation for registration of plan of subdivision in the WLTO	228.00	365.00	each
DAPS filing fee (development application for the approval of a plan of survey): Base fee	new	3,450.00	each
DAPS filing fee (development application for the approval of a plan of survey): Per Acre to a maximum of $15,000	new	400 (max 15,000)	per Acre
Servicing agreement	668.00	1,168.00	each
Consent to assign servicing or development agreement	new	719.00	each
Subdivision/Servicing/Development agreement amendments	new	719.00	each
DAO fee(application for a street, lane or walkway opening)	944.00	1,100.00	each
DAC fee (application for a street, lane or walkway closing)	944.00	2,000.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
DAOC fee (application for a street, lane or walkway opening and closing)	944.00	2,000.00	each
CONDO fee: application for the approval of a condominium plan	424.00	4,000.00	each
CA fee: each consent, for approval to convey	448.00	3,000.00	each
DAZ fee: rezoning of land or zoning text amendment: Base fee	new	11,250.00	each
DAZ fee: rezoning of land or zoning text amendment: Per Acre to a maximum of $50,000	new	400 (max 50,000)	per Acre
Zoning Text Amendment	new	340.00	each
Zoning agreement amendments	1,301.00	1,800.00	each
Variances And Conditional Uses			
Variance application fee - temporary use and/or density	1,229.00	1,500.00	each
Conditional Use: Residential - single or 2 family	426.00	600.00	each
Conditional Use: Residential - single or 2 family - Post Use without approval	new	900.00	each
Conditional Use: Other Residential & Commercial	new	2,500.00	each
Conditional Use: Other Residential & Commercial - Post Use without approval	new	5,000.00	each
Appeal to an approval of a variance or conditional use	191.00	200.00	each
Type A Variance: Residential - single or 2 family, Accessory Structures, Before construction	new	100.00	each
Type A Variance: Residential - single or 2 family, Accessory Structures, Post construction	new	150.00	each
Type A Variance: Residential - single or 2 family, New/Additions, Before construction	new	150.00	each
Type A Variance: Residential - single or 2 family, New/Additions, Post construction	new	300.00	each
Type A Variance: Other Residential & Commercial, Before construction	new	550.00	each
Type A Variance: Other Residential & Commercial, Before construction	new	800.00	each
Type A Variance, Each Additional Variance: Residential - single or 2 family, Accessory Structures, Before construction	new	50.00	each
Type A Variance, Each Additional Variance: Residential - single or 2 family, Accessory Structures, Post construction	new	75.00	each
Type A Variance, Each Additional Variance: Residential - single or 2 family, New/Additions, Before construction	new	100.00	each
Type A Variance, Each Additional Variance: Residential - single or 2 family, New/Additions, Post construction	new	200.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Type A Variance, Each Additional Variance: Other Residential & Commercial, Before construction	new	200.00	each
Type A Variance, Each Additional Variance: Other Residential & Commercial, Post construction	new	300.00	each
Type B Variance: Residential - single or 2 family, Accessory Structures, Before construction	new	350.00	each
Type B Variance: Residential - single or 2 family, Accessory Structures, Post construction	new	550.00	each
Type B Variance: Residential - single or 2 family, New/Additions, Before construction	new	600.00	each
Type B Variance: Residential - single or 2 family, New/Additions, Post construction	new	900.00	each
Type B Variance: Other Residential & Commercial, Before construction	new	1,200.00	each
Type B Variance: Other Residential & Commercial, Post construction	new	2,500.00	each
Type B Variance, Each Additional Variance: Residential - single or 2 family, Accessory Structures, Before construction	new	100.00	each
Type B Variance, Each Additional Variance: Residential - single or 2 family, Accessory Structures, Post construction	new	150.00	each
Type B Variance, Each Additional Variance: Residential - single or 2 family, New/Additions, Before construction	new	200.00	each
Type B Variance, Each Additional Variance: Residential - single or 2 family, New/Additions, Post construction	new	300.00	each
Type B Variance, Each Additional Variance: Other Residential & Commercial, Before construction	new	300.00	each
Type B Variance, Each Additional Variance: Other Residential & Commercial, Post construction	new	450.00	each
Type C Variance: Residential - single or 2 family, Before construction	new	600.00	each
Type C Variance: Residential - single or 2 family, Post construction	new	900.00	each
Type C Variance: Other Residential & Commercial, Before construction	new	2,000.00	each
Type C Variance: Other Residential & Commercial, Post construction	new	4,000.00	each
Type C Variance, Each Additional Variance: Residential - single or 2 family, Before construction	new	200.00	each
Type C Variance, Each Additional Variance: Residential - single or 2 family, Post construction	new	300.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Type C Variance, Each Additional Variance: Other Residential & Commercial, Before construction	new	500.00	each
Type C Variance, Each Additional Variance: Other Residential & Commercial, Post construction	new	750.00	each
Type D Variance: Other Residential & Commercial, Before construction	new	2,000.00	each
Type D Variance: Other Residential & Commercial, Post construction	new	4,000.00	each
Type D Variance, Each Additional Variance: Other Residential & Commercial, Before construction	new	500.00	each
Type D Variance, Each Additional Variance: Other Residential & Commercial, Post construction	new	750.00	each
Attached Secondary Suite: Residential - single or 2 family - Post -Use without approval	new	600.00	each
Detached Secondary Suite: Residential - single or 2 family	426.00	600.00	each
Detached Secondary Suite: Residential - single or 2 family - Post -Use without approval	new	1,000.00	each
Site plan review - director	new	200.00	each
Site plan review - committee	new	350.00	each
Design review (zoning agreement)	191.00	200.00	each
Site plan or design review - 2nd and each subsequent review	191.00	200.00	each
Parking / Transportation Management plan review	191.00	250.00	each
Alternative equivalent compliance approval	191.00	250.00	each
Zoning memorandum fees per principal building: other than single or two family dwellings - principal building and accessory buildings	189.00	200.00	each
Downtown development application: urban design review - new building or new addition	643.00	740.00	each
Downtown development application: urban design review - new building or new addition second and each subsequent review	new	444.00	each
Downtown development application: urban design review - signs only	126.00	180.00	each
Downtown development application: urban design review - all other development applications	255.00	280.00	each
Downtown development application: Historic Building review - new addition	new	740.00	each
Downtown development application: Historic Building review – new addition second and each subsequent review	new	444.00	each
Downtown development application: Historic Building review - signs only	new	180.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Downtown development application: Historic Building review - all other development applications	new	280.00	each
Development Application: urban design review as determined by the designated employee - signs only	145.00	150.00	each
Development Application: urban design review as determined by the designated employee - all other development applications	232.00	250.00	each
Urban Design Review Appeal	new	750.00	each
Historical Building Review Appeal	new	750.00	each
Zoning letter: verifying existing land use on a specific property: All other	new	129.00	each
Zoning letter: verifying existing land use on a specific property	new	200.00	each
Zoning letter: providing other information regarding specific property	129.00	200.00	each
Request to demolish an existing residence without a building permit to replace the demolished residence	126.00	500.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Organizational Support Services			
Finance			
Loan guarantee application fee			
Loan guarantees under $500,000	new	500.00	per application
Loan guarantees $500,000 and over	new	1,500.00	per application
Loan guarantee standby fee to Community Centres	new	0.25%	per year end on o/s balance
Loan guarantee standby fee to organizations affiliated with the City and external parties	new	0.50%	per year end on o/s balance
Solid Waste Collection and Disposal			
Payment Transfer Fee	new	15.00	per transfer
Disposal			
Residential waste delivered to a 4R Winnipeg Depot except the Brady Road Resource Management Facility location	new	15.00	for the equivalent of 3 bags
Registered charitable organizations demonstrating 70% diversion	18.38	25.25/tonne with a 15 minimum	per tonne
Solid waste delivered to Brady Road Resource Management Facility	61.00	71.00/tonne with a 15 minimum	per tonne
Solid waste from municipalities outside the City of Winnipeg delivered to Brady Road Resource Management Facility pursuant to agreements with the City	61.00	71.00/tonne with a 15 minimum	per tonne
Asbestos delivered to Brady Road Resource Management Facility	160.00	165.00/tonne with a 15 minimum	per tonne
Dead animal stock delivered to Brady Road Resource Management Facility pursuant to agreements with the City	65.00	71.00/tonne with a 15 minimum	per tonne
Additional Collection Service Fees			
Extra garbage bags (surplus waste) that do not fit in containers - up to 3 standard sized garbage bags	10.00	15.00	per pickup

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Wastewater			
Payment Transfer Fee	new	15.00	per transfer
Service Permit for New/Renewed/Repaired/Abandoned Sewer Service Pipe (Effective January 1, 2016)			
Single family residential	125.00	130.00	each
Other than single family residential	190.00	220.00	each
Extra charge for after regular working hours including weekends and holidays	200.00	216.00	each
Re-inspection during regular working hours	60.00	70.00	each
Sewer Contractor's Licence			
Initial year or part thereof (Effective January 1, 2016)	370.00	400.00	each
Annual renewal (Effective January 1, 2016)	210.00	225.00	each
Water			
Payment Transfer Fee	new	15.00	per transfer
Service Permit for New/Renewed/Repaired/Abandoned Water Service Pipe (Effective January 1, 2016)			
Single family residential	125.00	130.00	each
Other than single family residential	190.00	220.00	each
Extra charge for after regular working hours including weekends and holidays	200.00	216.00	each
Re-inspection during regular working hours	60.00	70.00	each
Water Contractor's Licence			
Initial year or part thereof (Effective January 1, 2016)	370.00	400.00	each
Annual renewal (Effective January 1, 2016)	210.00	225.00	each
Water Meter Lock Out Fees			
Install lock out device	new	52.00	each
Remove lock out device	new	52.00	each
Replace lost or damaged lock out device	new	45.00	each
Install By-pass lock	new	110.00	each
Development Permits, Mechanical Permits			
For first backflow prevention device with test cocks	new	188.00	each
For each additional backflow prevention device with test cocks	new	26.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Police Response			
Traffic Safety & Enforcement			
Police escort of oversized Load			
Includes 2 officers and 2 vehicles	825.00	857.14	each
Fire and Injury Prevention			
Inspection Fee			
Fireworks site inspection - less than 3 hours inspection time	222.00	278.00	each
Fireworks site inspection - for each additional hour or part thereof	100.00	125.00	per hour or part thereof
Fireworks site inspection outside of regular office hours	100.00	125.00	per hour or part thereof
High Hazard (F1) Occupancies	150.00	188.00	per hour or part thereof
Residential care facility	174.00	218.00	each
Elderly persons' housing	100.00	125.00	per hour or part thereof
Child care centre	100.00	125.00	per hour or part thereof
Personal care home	100.00	125.00	per hour or part thereof
Hospital	100.00	125.00	per hour or part thereof
Premises licensed by the Manitoba Liquor Control Commission	100.00	125.00	per hour or part thereof
Public or private school	100.00	125.00	per hour or part thereof
University or college	100.00	125.00	per hour or part thereof
Arena	100.00	125.00	per hour or part thereof
Curling rink	100.00	125.00	per hour or part thereof
Community club	100.00	125.00	per hour or part thereof
Hotel or motel	100.00	125.00	per hour or part thereof
Restaurant (located in residential building)	100.00	125.00	per hour or part thereof
Second and subsequent re-inspection	83.00	104.00	each
Third and subsequent re-inspection to check on compliance when fire crews have conducted initial inspection	112.00	140.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Post-fire inspection	100.00	125.00	per hour or part thereof
Inspection of a building when a response to a complaint reveals the need for a full inspection	100.00	125.00	per hour or part thereof
After normal business hours inspection	100.00	125.00	per hour or part thereof
Requested inspection	100.00	125.00	per hour or part thereof
Permit Fee			
Fireworks display permit - pyrotechnic special effects	167.00	209.00	each
Fireworks display permit - high hazard	167.00	209.00	each
Small quantity fireworks distribution storage permit (annual fee)	27.00	34.00	each
Fireworks distribution permit (annual fee)	112.00	140.00	each
Dangerous quantity fireworks storage permit (annual fee)	222.00	278.00	each
Open-air fire permit	83.00	104.00	each
Permit cancellation fee	27.00	34.00	each
Miscellaneous Fees			
Second and subsequent review of fire safety plan	112.00	140.00	each
Emergency installation of smoke alarm	112.00	140.00	each
Annual license fee for licensed service person	21.00	26.00	each
Fine for unlicensed service person (discounted to $300 for early payment)	552.00	690.00	each
Public education services provided outside regular office hrs	88.00	110.00	per hour or part thereof
Fire Extinguisher training licence fee (five years)	106.00	133.00	each

2016 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2015 ($)	Proposed Rate ($)	Units
Fire and Rescue Response			
Fire Protection Services			
Attendance fee: district chief and driver	244.00	305.00	per hour or part thereof
Attendance fee: pumper/ aerial ladder/rescue	977.00	1,221.00	per hour or part thereof
Turnout gear inspection fee	60.00	75.00	per gear inspection
False Alarm permit for 2nd and each subsequent false alarm in a 12 mth period	80.00	100.00	each

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Appendix 9

THE CITY OF WINNIPEG
2015 Consolidated Budget

(in thousands of dollars)	2015	2014	Change
Revenues			
Taxation	$ 660,243	$ 633,537	$ 26,706
Sale of services and regulatory fees	550,604	537,737	12,867
Government transfers	177,042	163,884	13,158
Land sales and other revenue	57,033	56,602	431
Investment income	33,573	34,867	(1,294)
Total Revenues	1,478,495	1,426,627	51,868
Expenses			
Protection and community services	477,569	461,328	16,241
Utility operations	392,477	376,922	15,555
Public works	323,659	320,049	3,610
Property and development	165,616	134,102	31,514
Finance and administration	78,992	80,580	(1,588)
Civic corporations	70,850	73,309	(2,459)
General government	32,234	46,809	(14,575)
Total Expenses	1,541,397	1,493,099	48,298
Deficiency Revenues Over Expenses Before Other	(62,902)	(66,472)	3,570
Other			
Government transfers related to capital	205,418	150,869	54,549
Developer contributions-in-kind related to capital	71,400	66,000	5,400
	276,818	216,869	59,949
Excess Revenues Over Expenses	$ 213,916	$ 150,397	$ 63,519

THE CITY OF WINNIPEG
2015 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 672,888	$ (12,645)	$ 660,243
Sale of services and regulatory fees	594,213	(43,609)	550,604
Government transfers	174,738	2,304	177,042
Land sales and other revenue	322,186	(265,153)	57,033
Investment income	36,290	(2,717)	33,573
Total Revenues	**1,800,315**	**(321,820)**	**1,478,495**
Expenses			
Protection and community services	565,906	(88,337)	477,569
Utility operations	537,095	(144,618)	392,477
Public works	363,940	(40,281)	323,659
Property and development	231,225	(65,609)	165,616
Finance and administration	119,013	(40,021)	78,992
Civic corporations	-	70,850	70,850
General government	46,867	(14,633)	32,234
Total Expenses	**1,864,046**	**(322,649)**	**1,541,397**
Excess/(Deficiency) Revenues Over Expenses Before Other	**(63,731)**	**829**	**(62,902)**
Other			
Government transfers related to capital			
Province of Manitoba	-	130,099	130,099
Federal gas tax	41,358	-	41,358
Other capital funding	-	33,961	33,961
Total government transfers related to capital	41,358	164,060	205,418
Developer contributions-in-kind related to capital	-	71,400	71,400
	41,358	**235,460**	**276,818**
Excess/(Deficiency) Revenues Over Expenses	**$ (22,373)**	**$ 236,289**	**$ 213,916**

* The Adopted Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	994,097	994,097	-
- Utilities	568,163	533,963	34,200
- Special Operating Agencies	75,440	74,970	470
- Reserves	203,973	261,016	(57,043)
Total	1,841,673	1,864,046	(22,373)

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

Revenues	
1. Eliminate inter-fund transfers.	(488,081)
2. Eliminate fleet charges paid by City entities.	(48,637)
3. Eliminate grants to Civic Corporations.	(46,966)
4. Eliminate property taxes paid by City entities.	(14,308)
5. Eliminate water revenue paid by City entities.	(2,927)
6. Eliminate general government charges.	(3,451)
7. Include capital related revenue not included in the Other category.	143,914
8. Include revenue for Civic Corporations.	130,951
9. Include revenue for General Revenue Enterprises Fund.	5,887
10. Other.	1,798
	(321,820)
Expenses	
1. Eliminate inter-fund transfers.	(562,153)
2. Eliminate fleet charges paid by City entities.	(48,367)
3. Eliminate grants paid to Civic Corporations.	(46,392)
4. Eliminate principal payments in Utilities and debt charges in Municipal Accommodations.	(19,065)
5. Eliminate property taxes paid by City entities.	(14,308)
6. Eliminate water expense paid by City entities.	(2,927)
7. Eliminate general government charges.	(3,451)
8. Include capital expenses.	280,098
9. Include expenses for Civic Corporations.	70,850
10. Increase in liability for environmental issues, vacation and workers' compensation.	10,434
11. Include expenses for General Revenue Enterprises Fund.	6,148
12. Change in sinking fund position.	2,185
13. Other.	4,299
	(322,649)
Other	
Include estimates for revenue related to capital funding from government and developers.	235,460

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

(For the year ended December 31 in thousands of dollars)	2015	2014	Change
Excess Revenues Over Expenses	**$ 213,916**	**$ 150,397**	**$ 63,519**
Amortization of tangible capital assets	**217,718**	**209,278**	**8,440**
Proceeds on disposal of tangible capital assets	**2,350**	**8,100**	**(5,750)**
Loss on sale of tangible capital assets	**1,900**	**634**	**1,266**
Change in inventories, prepaid expenses and deferred charges	**(2,000)**	**(785)**	**(1,215)**
Acquisition of tangible capital assets	**(598,939)**	**(669,625)**	**70,686**
Decrease in Net Financial Assets	**(165,055)**	**(302,001)**	**136,946**
Net Financial Liabilities, Beginning of Year	**(509,896)**	**(411,063)**	**(98,833)**
Net Financial Liabilities, End of Year	**$ (674,951)**	**$ (713,064)**	**$ 38,113**

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Tax Supported Savings Transferred to Regional Streets Renewal Program

	Department	Description	2016
1	**Public Works**	Longer lasting biological products for larviciding results in less aircraft hire, while maintaining effective mosquito control under average weather conditions.	$ 300,000
2		Surplus in Insect Control Reserve. Analysis of the reserve balance indicates sufficiency for average conditions.	700,000
3		Surplus from General Revenue Enterprise Fund from street cuts program.	2,400,000
4	**Planning, Property & Development**	One year deferral on incremental taxes transferred to the Economic Development Investment Reserve. Analysis of the Reserve balance indicates tax grants paid out of the Reserve have been less than previously budgeted.	1,050,000
5		Housing Rehabilitation Investment Reserve surplus.	250,000
6		Energy Conservation Initiative - heating/cooling set point reduced/increased by 1°C during heating/cooling season for occupied space.	150,000
7	**Assessment and Taxation**	2016 Value Added program.	898,605
8		Revised estimate for Assessment Appeals.	1,000,000
9	**Corporate Finance**	Revised estimate for capital construction interest / overhead based on size of City's capital program.	400,000
10	**Corporate**	Debt and finance savings resulting from delay in issuing debt.	254,928
11		Innovation savings held corporately.	2,700,000
12		Revised estimate for disability savings to reflect actual experience.	1,000,000
	Total		**$ 11,103,533**

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Winnipeg

The City of Winnipeg

CAPITAL PROJECTS SUMMARY

2016
Preliminary Capital Budget

and

2017 to 2021
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, Manitoba Winnipeg Infrastructure Agreement 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 FORECAST						6 YEAR TOTAL
	Budget 2016	2017	2018	2019	2020	2021	2016 - 2021
SUMMARY OF CAPITAL PROGRAM							
Public Works	**310,615**	**142,280**	**153,595**	**137,197**	**151,056**	**149,486**	**1,044,229**
Water and Waste - General Capital Fund	**4,925**	**5,900**	**5,250**	**4,700**	**5,000**	**3,000**	**28,775**
Community Services and Community Incentive Grants	**19,995**	**16,034**	**16,960**	**16,767**	**13,491**	**21,589**	**104,836**
Winnipeg Police Service	**13,197**	**23,488**	**5,872**	**4,767**	**3,020**	**7,069**	**57,413**
Fire Paramedic Service	**5,794**	**17,276**	**8,056**	**8,381**	**5,258**	**8,606**	**53,371**
Planning, Property and Development	**5,034**	**5,933**	**5,768**	**7,534**	**5,456**	**3,799**	**33,524**
City Clerks	**1,750**	**2,100**	**1,450**	**1,000**	**1,000**	**1,200**	**8,500**
Corporate Support Services	**5,523**	**4,043**	**2,996**	**1,651**	**2,951**	**2,935**	**20,099**
Assessment and Taxation	**3,000**	**3,870**	**3,320**	**3,350**	**3,200**	**3,350**	**20,090**
Other Projects	**550**						**550**
Total Tax Supported	**370,383**	**220,924**	**203,267**	**185,347**	**190,432**	**201,034**	**1,371,387**
Municipal Accommodations	**10,496**	**14,760**	**11,192**	**8,924**	**8,953**	**8,697**	**63,022**
Transit	**43,881**	**25,981**	**31,468**	**41,336**	**37,034**	**38,346**	**218,046**
Total Tax Supported, Transit and Municipal Accommodations	**424,760**	**261,665**	**245,927**	**235,607**	**236,419**	**248,077**	**1,652,455**
Self-Supporting Utilities							
Waterworks System	**45,320**	**35,320**	**32,083**	**21,895**	**25,416**	**30,185**	**190,219**
Sewage Disposal System	**702,450**	**52,387**	**86,781**	**59,515**	**62,547**	**56,345**	**1,020,025**
Solid Waste Disposal System	**6,150**	**9,750**	**4,000**	**2,900**	**3,850**	**2,950**	**29,600**
Total Self-Supporting Utilities	**753,920**	**97,457**	**122,864**	**84,310**	**91,813**	**89,480**	**1,239,844**
TOTAL CAPITAL PROGRAM	**1,178,680**	**359,122**	**368,791**	**319,917**	**328,232**	**337,557**	**2,892,299**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL						6 YEAR TOTAL
	Budget	FORECAST					
	2016	2017	2018	2019	2020	2021	2016 - 2021
SUMMARY OF FINANCING SOURCES							
Cash to Capital	76,228	78,778	80,278	70,778	72,778	74,778	453,618
Frontage Levy	10,000	10,000	11,000	11,000	11,000	11,000	64,000
Public Private Partnership Annual Service / Financing Payments	(28,018)	(27,978)	(27,970)	(24,704)	(45,099)	(45,294)	(199,063)
Reserves:							
- Transit Bus Replacement	6,516	8,994	9,335	9,346	9,565	9,960	53,716
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment					22,050	22,150	44,200
- Water Main Renewal	19,000	19,500	19,500	20,000	20,500	22,000	120,500
- Sewer System Rehabilitation	16,900	17,800	18,200	19,500	20,500	21,500	114,400
- Environmental Projects	30,648	19,800	32,764	32,300	35,784	21,518	172,814
- Land Operating	26,007	3,240	2,665	1,700	1,700	1,700	37,012
- Commitment	200						200
- Computer Replacement	1,061	306	126		608	146	2,247
- Local Street Renewal	18,375	22,410	27,310	32,210	37,110	42,010	179,425
- Regional Street Renewal	13,405	18,003	22,903	27,803	32,703	37,603	152,420
- Economic Development Investment	1,826	2,549	3,417	2,770			10,562
Interim Financing (Repayment)	(16,642)	(2,870)	(95)	(95)	(95)		(19,797)
Contributions from Other Levels of Government:							
- Federal Gas Tax	41,950	41,950	43,948	43,948	43,948	43,948	259,692
- Veterans Affairs Canada	200	200	150	150	150	170	1,020
- Building Canada Fund (Federal Government)	45,875						45,875
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	40,416	38,166	30,316	36,666	36,666	36,666	218,896
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000	5,000	5,000	5,000			20,000
- Provincial Road Investment Fund	9,000	9,000	9,000				27,000
- Provincial Funding for Waverley Street at CN Mainline (Rivers) Grade Separation	45,875						45,875
- Building Manitoba Fund	17,840	17,840	17,840	15,040	10,840	10,840	90,240
- Transfer from Prior Year Surplus - Manitoba Winnipeg Infrastructure Fund	100	3,900					4,000

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	**PRELIMINARY CAPITAL**						**6 YEAR TOTAL**
	Budget	**FORECAST**					
	2016	**2017**	**2018**	**2019**	**2020**	**2021**	**2016 - 2021**
Other Funders:							
- Developer Funding / Developer Capacity Charges	**500**	**500**	**500**				**1,500**
- CN Rail Cost Sharing	**7,500**						**7,500**
- Sponsorship / Sponsor Winnipeg		**95**	**95**	**95**	**95**		**380**
Retained Earnings - Transit	**5,082**						**5,082**
Retained Earnings - Utilities	**105,486**	**30,657**	**48,400**	**10,210**	**15,029**	**24,462**	**234,244**
Debt	**681,682**	**33,756**	**14,109**	**6,200**	**2,400**	**2,400**	**740,547**
Waterways Fund - Fund 002 (formerly - Riverbank Management Committee Fund)	**622**						**622**
Transfers from Other Capital Accounts / Surplus Capital	**12,546**	**7,526**					**20,072**
TOTAL FINANCING SOURCES	**1,195,180**	**359,122**	**368,791**	**319,917**	**328,232**	**337,557**	**2,908,799**
Public Private Partnership Authorization	**(16,500)**						**(16,500)**
TOTAL CAPITAL PROGRAM	**1,178,680**	**359,122**	**368,791**	**319,917**	**328,232**	**337,557**	**2,892,299**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL FORECAST						6 YEAR TOTAL
	Budget 2016	2017	2018	2019	2020	2021	2016 - 2021
FINANCING SOURCES							
Tax Supported, Transit and Municipal Accommodations							
Cash to Capital	76,228	78,778	80,278	70,778	72,778	74,778	453,618
Frontage Levy	10,000	10,000	11,000	11,000	11,000	11,000	64,000
Public Private Partnership Annual Service / Financing Payments	(28,018)	(27,978)	(27,970)	(24,704)	(45,099)	(45,294)	(199,063)
Reserves:							
- Transit Bus Replacement	6,516	8,994	9,335	9,346	9,565	9,960	53,716
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment					22,050	22,150	44,200
- Economic Development Investment	1,826	2,549	3,417	2,770			10,562
- Land Operating	26,007	3,240	2,665	1,700	1,700	1,700	37,012
- Commitment	200						200
- Computer Replacement	1,061	306	126		608	146	2,247
- Local Street Renewal	18,375	22,410	27,310	32,210	37,110	42,010	179,425
- Regional Street Renewal	13,405	18,003	22,903	27,803	32,703	37,603	152,420
Interim Financing (Repayment)	(16,642)	(2,870)	(95)	(95)	(95)		(19,797)
Contributions from Other Levels of Government:							
- Federal Gas Tax	41,950	41,950	43,948	43,948	43,948	43,948	259,692
- Veterans Affairs Canada	200	200	150	150	150	170	1,020
- Building Canada Fund (Federal Government)	45,875						45,875
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	40,416	38,166	30,316	36,666	36,666	36,666	218,896
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000	5,000	5,000	5,000			20,000
- Provincial Road Investment Fund	9,000	9,000	9,000				27,000
- Building Manitoba Fund	17,840	17,840	17,840	15,040	10,840	10,840	90,240
- Provincial Funding for Waverley Street at CN Mainline (Rivers) Grade Separation	45,875						45,875
- Transfer from Prior Year Surplus - Manitoba Winnipeg Infrastructure Fund	100	3,900					4,000
Other Funders:							
- Developer Funding / Developer Capacity Charges	500	500	500				1,500
- CN Rail Cost Sharing	7,500						7,500
- Sponsorship / Sponsor Winnipeg		95	95	95	95		380
Debt	99,796	24,056	10,109	3,900	2,400	2,400	142,661
Retained Earnings - Transit	5,082						5,082
Waterways Fund - Fund 002 (formerly - Riverbank Management Committee Fund)	622						622
Transfers from Other Capital Accounts / Surplus Capital	12,546	7,526					20,072
Sub-Total	441,260	261,665	245,927	235,607	236,419	248,077	1,668,955
Public Private Partnership Authorization	(16,500)						(16,500)
Total Tax Supported, Transit and Municipal Accommodations	424,760	261,665	245,927	235,607	236,419	248,077	1,652,455

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY CAPITAL						6 YEAR TOTAL
	Budget	FORECAST					
	2016	2017	2018	2019	2020	2021	2016 - 2021
Self-Supporting Utilities							
Reserves:							
- Sewer System Rehabilitation	**16,900**	**17,800**	**18,200**	**19,500**	**20,500**	**21,500**	**114,400**
- Water Main Renewal	**19,000**	**19,500**	**19,500**	**20,000**	**20,500**	**22,000**	**120,500**
- Environmental Projects	**30,648**	**19,800**	**32,764**	**32,300**	**35,784**	**21,518**	**172,814**
Retained Earnings - Utilities	**105,486**	**30,657**	**48,400**	**10,210**	**15,029**	**24,462**	**234,244**
Debt	**581,886**	**9,700**	**4,000**	**2,300**			**597,886**
Total Self-Supporting Utilities	**753,920**	**97,457**	**122,864**	**84,310**	**91,813**	**89,480**	**1,239,844**
TOTAL FINANCING SOURCES	**1,178,680**	**359,122**	**368,791**	**319,917**	**328,232**	**337,557**	**2,892,299**

CAPITAL PROJECTS SUMMARY (in Thousands of $)	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
CAPITAL PROJECTS LISTING								
PUBLIC WORKS								
Active Transportation Facilities								
Recreational Walkways and Bicycle Paths - Various Locations	2-1	1,300	1,500	1,500	1,500	1,500	1,500	8,800
New Regional Sidewalks	2-3	1,000	1,200	1,200	1,200	1,200	1,200	7,000
New Non-Regional Sidewalks	2-4	300	500	500	500	500	500	2,800
Bicycle Corridors	2-5	1,500	2,000	2,200	2,200	2,200	2,200	12,300
Pedestrian and Cycling Grade Separations	2-6		1,000					1,000
Total Active Transportation Facilities		4,100	6,200	5,400	5,400	5,400	5,400	31,900
Regional Streets								
Street Improvements								
Developer Payback - Various Locations								
- Cash to Capital			10,865	800		16,113		27,778
- Transfer from Corporate Non-Specified Capital Account			1,600					1,600
Total Developer Payback - Various Locations	2-7		12,465	800		16,113		29,378
Tuxedo Yards Development								
- Economic Development Investment Reserve	2-8	1,826	2,549	3,417	2,770			10,562
Transportation Master Plan	2-9			250	250	250	250	1,000
Transportation Management Centre	2-10	1,000						1,000
Traffic Signals Improvements	2-11	1,030	1,030	1,030	1,030	1,030	1,030	6,180
Traffic Signals Loops	2-12	250	250	250	250	250	250	1,500
Traffic Engineering Improvements - Various Locations	2-13	1,900	1,900	1,900	1,900	1,900	1,900	11,400
Kenaston Boulevard - Ness Avenue to Taylor Avenue	2-14	100	100	100	100	100	100	600
Henderson Highway North of Gilmore to City Limit	2-15			700				700
Preliminary / Detailed Design for Building Canada Fund Projects	2-16	2,200						2,200
Inner-Ring Road - Functional Design	2-17			2,000	2,000	2,000		6,000
Total Street Improvements		8,306	18,294	10,447	8,300	21,643	3,530	70,520

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
Regional and Local Street Renewal - First charge against 2016 Capital Budget of up to $1 million for the Granular Lane Improvement Program (Council September 30, 2015)								
- Cash to Capital		**22,868**	**13,876**	**15,128**	**10,147**	**7,026**	**14,649**	**83,694**
- Frontage Levy							**5,000**	**5,000**
- Federal Gas Tax		**12,029**	**12,104**	**13,886**	**17,236**	**18,936**	**18,886**	**93,077**
- Provincial Building Manitoba Fund - Roads		**14,000**	**14,000**	**14,000**	**7,000**	**7,000**	**7,000**	**63,000**
- Provincial Road Investment Fund		**9,000**	**9,000**	**9,000**				**27,000**
- Provincial Manitoba Winnipeg Infrastructure Fund		**5,000**	**5,000**	**5,000**	**5,000**			**20,000**
- Local Street Renewal Reserve / Interest		**18,375**	**22,410**	**27,310**	**32,210**	**37,110**	**42,010**	**179,425**
- Regional Street Renewal Reserve / Interest		**13,405**	**18,003**	**22,903**	**27,803**	**32,703**	**37,603**	**152,420**
- External Debt		**6,900**						**6,900**
- Transfer from Corporate Non-Specified Capital Account		**3,584**						**3,584**
Total Regional and Local Street Renewal	2-18	**105,161**	**94,393**	**107,227**	**99,396**	**102,775**	**125,148**	**634,100**
Waterway Crossings and Grade Separations								
Waverley Street at CN Mainline (Rivers) Grade Separation								
- Provincial Government Funding		**45,875**						**45,875**
- Building Canada Fund (Federal Government)		**45,875**						**45,875**
- External Debt		**63,332**						**63,332**
Total Waverley Street at CN Mainline (Rivers) Grade Separation	2-24	**155,082**						**155,082**
Louise Bridge (Red River)	2-25	**500**						**500**
CPR Yards Functional Crossing Study - between McPhillips Street and Main Street	2-26	**2,000**						**2,000**
Fermor Avenue Bridge (Seine River)								
- Frontage Levy	2-27	**1,000**	**1,200**	**10,100**	**6,700**			**19,000**
Saskatchewan Avenue Culvert (Sturgeon Creek)								
- Cash to Capital				**7,100**				**7,100**
- Frontage Levy		**1,000**	**1,000**	**900**				**2,900**
Total Saskatchewan Avenue Culvert (Sturgeon Creek)	2-28	**1,000**	**1,000**	**8,000**				**10,000**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
Ness Avenue Culvert (Sturgeon Creek) - First charge on 2016 Capital Budget of up to $11 million (Council July 15, 2015)								
- Frontage Levy		**4,000**						**4,000**
- Provincial Funding for Road Improvements		**4,000**						**4,000**
Total Ness Avenue Culvert (Sturgeon Creek)	2-29	**8,000**						**8,000**
Saskatchewan Avenue Bridge (Omand's Creek) - First charge on 2016 Capital Budget of up to $2.3 million (Council July 15, 2015)								
- Cash to Capital		**300**						**300**
- Frontage Levy		**1,000**						**1,000**
- Provincial Funding for Road Improvements		**1,000**						**1,000**
Total Saskatchewan Avenue Bridge (Omand's Creek)	2-30	**2,300**						**2,300**
Lyndale Drive - Retaining Wall Rehabilitation								
- Cash to Capital		**250**						**250**
- Frontage Levy			**3,500**					**3,500**
- Provincial Funding for Road Improvements		**250**	**1,500**					**1,750**
Total Lyndale Drive - Retaining Wall Rehabilitation	2-31	**500**	**5,000**					**5,500**
Osborne Street Underpass								
- Frontage Levy					**1,250**			**1,250**
- Provincial Funding for Road Improvements					**1,250**			**1,250**
Total Osborne Street Underpass	2-32				**2,500**			**2,500**
Dublin Avenue Bridge (Omand's Creek)								
- Cash to Capital				**700**				**700**
- Frontage Levy					**700**	**6,800**		**7,500**
Total Dublin Avenue Bridge (Omand's Creek)	2-33			**700**	**700**	**6,800**		**8,200**
Sherwin Road Bridge (Omand's Creek)								
- Cash to Capital					**700**			**700**
- Frontage Levy						**2,800**		**2,800**
Total Sherwin Road Bridge (Omand's Creek)	2-34				**700**	**2,800**		**3,500**
Pembina Highway Overpass (Bishop Grandin) Rehabilitation								
- Frontage Levy	2-35					**1,000**	**2,000**	**3,000**
St. James Bridge South Bound								
- Frontage Levy	2-36		**3,245**		**2,163**			**5,408**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
St. Vital Bridge Rehabilitation								
- Frontage Levy	2-37						1,000	1,000
Waterway Crossing and Grade Separations - Annual Program								
- Cash to Capital			1,945	3,000	2,813	2,600		10,358
- Frontage Levy		3,000	1,055		187	400	3,000	7,642
Total Waterway Crossing and Grade Separations - Annual Program	2-38	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Disraeli Bridge and Overpass Facility - First charge on 2016 Capital Budget of up to $3,000,000 (Council December 9, 2015)								
- Cash to Capital		950	910	865	662	650	550	4,587
- Federal Gas Tax		17,450	17,415	17,385	14,238	12,550	12,700	91,738
- Public Private Partnership Annual Service / Financing Payments		(11,859)	(11,909)	(11,959)	(11,993)	(12,014)	(12,064)	(71,798)
- Debt servicing - repayment of debt		(6,541)	(6,416)	(6,291)	(2,907)	(1,186)	(1,186)	(24,527)
Total Disraeli Bridge and Overpass Facility	2-39							
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	2-41							
Plessis Road Twinning and Grade Separation at CN Rail								
- Cash to Capital		3,000						3,000
- CN Rail Cost Sharing		7,500						7,500
Total Plessis Road Twinning and Grade Separation at CN Rail	2-42	10,500						10,500
Total Waterway Crossings and Grade Separations		183,882	13,445	21,800	15,763	13,600	6,000	254,490
New Transportation Facilities								
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard - First charge on 2016 Capital Budget of up to $1,560,000 (Council December 9, 2015)								
- Cash to Capital		785	860	950	1,193	1,250	1,395	6,433
- Federal Gas Tax		6,365	6,325	6,280	6,077	6,065	5,965	37,077
- Public Private Partnership Annual Service / Financing Payments		(6,171)	(6,206)	(6,251)	(6,291)	(6,336)	(6,381)	(37,636)
- Debt servicing - repayment of debt		(979)	(979)	(979)	(979)	(979)	(979)	(5,874)
Total Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2-43							
Total New Transportation Facilities								

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
Other Streets Projects								
Asset Management System - Various Divisions	2-45		100	100	100	100	100	500
Land Drainage Sewers - Regional / Local Streets	2-46	700	1,000	1,000	1,000	300	300	4,300
Land Acquisition - Transportation Right of Way	2-47	300	300	300	300	300	300	1,800
Total Other Streets Projects		1,000	1,400	1,400	1,400	700	700	6,600
TOTAL STREETS PROJECTS		302,449	133,732	146,274	130,259	144,118	140,778	997,610
Parks and Open Space								
Reforestation - Improvements	2-48	766	766	766	383	383	383	3,447
Athletic Fields - Improvements	2-49	200	200	200	200	200	200	1,200
Parks - Improvements	2-50	850	700	755	655	655	655	4,270
Regional and Community Parks - Buildings	2-51	1,200	1,300	850	950	950	370	5,620
Off Leash Dog Park Master Plan	2-53	100						100
Hardsurface Upgrading	2-54	150	150	150	150	150	150	900
Parks and Recreation Enhancement Program	2-55	3,300	3,300	3,300	3,300	3,300	3,300	19,800
Insect Control - Replace 3 Grey Street Operations Building	2-56		732					732
Urban Forest Enhancement Program	2-57	1,300	1,300	1,300	1,300	1,300	1,300	7,800
Bridgwater Forest Fountain Restoration	2-58	100						100
Regional Parks Investment Strategy	2-59	200	100					300
Kilcona Park Master Plan	2-60						2,350	2,350
Total Parks and Open Space		8,166	8,548	7,321	6,938	6,938	8,708	46,619
TOTAL PUBLIC WORKS		310,615	142,280	153,595	137,197	151,056	149,486	1,044,229

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL FORECAST						6 YEAR TOTAL
		Budget 2016	2017	2018	2019	2020	2021	2016 - 2021
COMMUNITY SERVICES								
Community Incentive Grant Program	2-61	**1,665**	**1,698**	**1,732**	**1,767**	**1,802**	**1,838**	**10,502**
Library Facility Safety, Security and Accessibility Improvements Program	2-62	**256**	**312**	**318**	**324**	**330**	**336**	**1,876**
Library Interior Infrastructure Replacement Program	2-63	**150**	**300**	**306**	**312**	**318**	**325**	**1,711**
Library Technology Upgrade and Replacement Program	2-64	**350**	**500**	**510**	**520**	**530**	**541**	**2,951**
Library Refurbishment and Redevelopment Program - Existing Infrastructure	2-65	**250**	**500**	**510**	**520**	**530**	**541**	**2,851**
Millennium Library "Maker Space" Project	2-66	**500**						**500**
Library Facility Redevelopment - St. Vital Library	2-67	**107**						**107**
Library Facility Redevelopment - River Heights Library								
- External Debt	2-69	**5,060**						**5,060**
Library Facility Redevelopment - West Kildonan Library	2-70						**2,000**	**2,000**
Library Facility Redevelopment - St. James Library								
- External Debt	2-71			**6,492**				**6,492**
Waverley West Library	2-72		**100**			**7,586**		**7,686**
Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library								
- Cash to Capital			**366**					**366**
- Interim Financing from the General Capital Fund (Repayment)		**1,100**	**(1,100)**					**-**
- External Debt			**734**					**734**
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library	2-73	**1,100**						**1,100**
Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library								
- Cash to Capital			**366**					**366**
- Interim Financing from the General Capital Fund (Repayment)		**1,100**	**(1,100)**					**-**
- External Debt			**734**					**734**
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library	2-74	**1,100**						**1,100**
Tyndall Park - Feasibility Study								
- Transfer from Prior Year Surplus - Manitoba Winnipeg Infrastructure Fund (MWIF 2008, 2009 & 2010)	2-75	**100**						**100**
Recreational Facility Safety, Security and Accessibility Improvements Program	2-76	**153**	**156**	**159**	**162**	**165**	**168**	**963**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
Fitness Equipment Upgrade Program	2-77	**239**	**222**	**233**	**227**	**230**	**235**	**1,386**
Recreation Equipment Program	2-78		**608**		**400**		**400**	**1,408**
East Elmwood Leisure Centre Amenities and Equipment	2-79	**208**						**208**
Recreation Facility Replacement - New Infrastructure	2-80	**300**	**3,800**		**7,000**		**5,000**	**16,100**
Recreation Refurbishment and Redevelopment Program - Existing Infrastructure	2-82						**2,000**	**2,000**
Pan Am Pool	2-83	**1,400**						**1,400**
Boni-Vital Pool	2-84				**100**		**5,880**	**5,980**
Spray Pad Development - Old Ex Wading Pool Site	2-85		**750**					**750**
Spray Pad Development - Freighthouse Outdoor Pool Site	2-86		**750**					**750**
Business Application Systems	2-87		**250**	**306**	**312**			**868**
Technology Upgrade and Replacement Program	2-88			**306**			**325**	**631**
Community Centre Renovation Grant Program (CCRGP) - Land Operating Reserve	2-89	**965**	**965**	**965**				**2,895**
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability - First charge on 2016 Capital Budget of up to $1.041 million (Council March 23, 2015)								
- Cash to Capital		**5,123**	**1,543**	**5,123**	**5,123**	**2,000**	**2,000**	**20,912**
- Transfer from Corporate Non-Specified Capital Account			**3,580**					**3,580**
Total Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	2-90	**5,123**	**5,123**	**5,123**	**5,123**	**2,000**	**2,000**	**24,492**
Assiniboine Park Conservancy (APC) - Capital Development Plan	2-91	**969**						**969**
TOTAL COMMUNITY SERVICES		**19,995**	**16,034**	**16,960**	**16,767**	**13,491**	**21,589**	**104,836**

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CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
WINNIPEG POLICE SERVICE								
P25 Public Safety Radio System (formerly Trunk Radio System) - First charge on 2016 Capital Budget of up to $6,580,000 (Council November 25, 2015)								
- Cash to Capital		**5,280**						**5,280**
- Transfer from Prior Year Authorization (2015 Police Divisions Systems Upgrade)		**1,300**						**1,300**
Total P25 Public Safety Radio System	2-92	**6,580**						**6,580**
North Station Information Technology Requirements	2-93		**490**					**490**
Police Divisions Systems Upgrades	2-94	**1,100**	**1,300**					**2,400**
P25 Public Safety Radio System (formerly Radio Upgrade for Districts 3 and 4) - First charge on 2016 Capital Budget of up to $490,000 (Council November 25, 2015)	2-95	**490**						**490**
Mobile and Transient Users	2-96	**250**						**250**
Major Case Management System Expansion	2-97	**1,158**			**500**			**1,658**
Body Worn Camera System (formerly Officer Mobile Video System)	2-98		**1,000**					**1,000**
Police Headquarters Building Systems Safeguards								
- Transfer from Prior Year Authorization	2-99	**290**	**510**					**800**
Electronic Ticketing								
- Transfer from Prior Year Authorization (2014 Police Communication Centre)	2-100	**200**						**200**
East District Police Station - First charge on 2016 Capital Budget of up to $247,500 (Council December 9, 2015)								
- Cash to Capital		**990**	**990**	**1,012**	**1,056**	**1,056**	**1,056**	**6,160**
- Public Private Partnership Lease Payments		**(990)**	**(990)**	**(1,012)**	**(1,056)**	**(1,056)**	**(1,056)**	**(6,160)**
Total East District Police Station	2-101							
North District Police Station								
- Transfer from Prior Year Authorization (2012 North District Police Station formerly Police Building Replacement)		**3,129**						**3,129**
- External Debt			**20,188**					**20,188**
Total North District Police Station	2-102	**3,129**	**20,188**					**23,317**
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	2-103							
Building Video Surveillance Systems	2-104			**4,160**				**4,160**
Intelligence Led Reporting (Phase 2)	2-105			**1,050**				**1,050**
WPS Data Integration, Auditing and Quality Solution Tool	2-106			**662**				**662**
Automated Fingerprint Identification System (AFIS)	2-107				**500**			**500**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL FORECAST						6 YEAR TOTAL
		Budget 2016	2017	2018	2019	2020	2021	2016 - 2021
Technology Upgrades - Information Systems	2-108				1,200			1,200
In Car Computing	2-109				1,500			1,500
Bomb Unit Truck Replacement	2-110				300			300
Fire Suppression System	2-111				767			767
Next Generation 911	2-112					800	1,000	1,800
Communication Centre Back Up Site Upgrade	2-113					400		400
River Patrol Building	2-114					1,820		1,820
Archival and Exhibit Building	2-115						2,519	2,519
Computer Assisted Dispatch Upgrade	2-116						950	950
Schedule and Management System Upgrade	2-117						500	500
Police Headquarters Information System Upgrades	2-118						2,100	2,100
TOTAL WINNIPEG POLICE SERVICE		13,197	23,488	5,872	4,767	3,020	7,069	57,413
FIRE PARAMEDIC SERVICE								
Facilities Optimization (formerly Facilities Replacement, Relocation and Enhancement Program)								
- Cash to Capital		250	925	2,717	4,839			8,731
- External Debt		440		1,217	1,500			3,157
Total Facilities Optimization	2-119	690	925	3,934	6,339			11,888
P25 Public Safety Radio System (formerly Replacement Radio System) - First charge on 2016 Capital Budget of up to $3,728,000 (Council November 25, 2015)								
- Cash to Capital		2,707						2,707
- Transfer from Prior Year Authorization (2015 Station Capital Maintenance / 2015 911 Call Centre Resilience)		1,021						1,021
Total P25 Public Safety Radio System	2-120	3,728						3,728
Equipment Obsolescence	2-121	1,260	4,457	1,010	772	739	739	8,977
911 Call Centre Resilience	2-122		861	260			124	1,245
Computer Aided Dispatch (CAD)	2-123		7,095					7,095
Station Capital Maintenance	2-124		3,938	2,852	1,270	4,400	7,743	20,203
Decontamination Unit	2-125	116						116
Emergency Medical Service (EMS) Training Equipment	2-126					119		119
TOTAL FIRE PARAMEDIC SERVICE		5,794	17,276	8,056	8,381	5,258	8,606	53,371

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CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
PLANNING, PROPERTY AND DEVELOPMENT								
Computer Automation	2-127	**200**	**120**	**144**	**133**	**119**	**143**	**859**
Riverbank Greenway Programs	2-128	**443**	**405**	**406**	**411**	**453**	**424**	**2,542**
Cemeteries - Improvements								
- Cash to Capital		**232**	**208**	**250**	**240**	**248**	**236**	**1,414**
- Veterans Affairs Canada		**200**	**200**	**150**	**150**	**150**	**170**	**1,020**
Total Cemeteries - Improvements	2-129	**432**	**408**	**400**	**390**	**398**	**406**	**2,434**
Downtown Enhancement Program	2-130	**400**	**400**	**400**	**400**	**400**	**400**	**2,400**
BIZ Zones, Image Routes and Neighbourhood Main Streets	2-132	**400**	**400**	**400**	**400**	**400**	**400**	**2,400**
Public Art Strategy	2-133	**500**	**500**	**500**	**500**	**500**	**500**	**3,000**
Land Acquisition for General Unspecified Purposes	2-134		**300**	**240**	**228**	**274**	**238**	**1,280**
Developer Payback	2-135	**275**	**280**	**278**	**292**	**274**	**280**	**1,679**
Riverbank Stabilization - Physical Asset Protection								
- Cash to Capital		**378**	**1,000**	**1,000**	**1,000**	**1,038**	**1,008**	**5,424**
- Waterways Fund - Fund 002 (formerly - Riverbank Management Committee Fund)		**622**						**622**
- Transfer from Prior Year Authorization (2012 Churchill Park Riverbank Stabilization)		**686**						**686**
Total Riverbank Stabilization - Physical Asset Protection	2-136	**1,686**	**1,000**	**1,000**	**1,000**	**1,038**	**1,008**	**6,732**
Building Communities Initiative III								
- Cash to Capital			**360**		**190**	**800**		**1,350**
- Land Operating Reserve		**250**	**700**	**1,000**	**1,700**			**3,650**
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		**250**	**1,060**	**1,000**	**1,890**	**800**		**5,000**
Total Building Communities Initiative III	2-138	**500**	**2,120**	**2,000**	**3,780**	**1,600**		**10,000**
Mayfair Recreation Centre Redevelopment								
- Transfer from Prior Year Authorization (2013 Mayfair Recreation Centre Redevelopment)	2-139	**198**						**198**
TOTAL PLANNING, PROPERTY AND DEVELOPMENT		**5,034**	**5,933**	**5,768**	**7,534**	**5,456**	**3,799**	**33,524**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL FORECAST Budget 2016	2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
MUNICIPAL ACCOMMODATIONS								
General Building Renovation and Refurbishing								
- Cash to Capital			100	500	500	500	500	2,100
- Land Operating Reserve		100						100
Total General Building Renovation and Refurbishing	2-140	100	100	500	500	500	500	2,200
Accommodation Facilities								
- Cash to Capital			851	1,292	1,819	139	90	4,191
- Land Operating Reserve		525		700		1,700	1,700	4,625
Total Accommodation Facilities	2-141	525	851	1,992	1,819	1,839	1,790	8,816
Millennium Library - HVAC and Temperature Control Improvements	2-142	500	1,000					1,500
Fire / Life Safety / Regulatory Upgrades								
- Cash to Capital			588	720	759	708	704	3,479
- Land Operating Reserve		339						339
Total Fire / Life Safety / Regulatory Upgrades	2-143	339	588	720	759	708	704	3,818
Energy Conservation	2-144	100	100	140	158	130	136	764
Tenant Improvement Prepayment - Major Department	2-145			193	155	186	183	717
Historic Buildings								
- Cash to Capital			200	270	214	217	220	1,121
- Land Operating Reserve		200						200
Total Historic Buildings	2-146	200	200	270	214	217	220	1,321
Generator Set Replacement and Upgrades	2-147			130	113	136	123	502
Security / Building Automation System Initiatives								
- Cash to Capital			240	240	240	240	240	1,200
- Land Operating Reserve		240						240
Total Security / Building Automation System Initiatives	2-148	240	240	240	240	240	240	1,440
Community Centres - Refurbishing and Improvements								
- Cash to Capital			420	644	673	667	661	3,065
- Land Operating Reserve		400						400
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		300	200					500
Total Community Centres - Refurbishing and Improvements	2-149	700	620	644	673	667	661	3,965
Arenas								
- Cash to Capital			100	525	525	565	533	2,248
- Land Operating Reserve		300						300
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		225	225					450
Total Arenas	2-150	525	325	525	525	565	533	2,998
Indoor Aquatic Facilities								
- Cash to Capital			1,218	2,470	2,518	2,516	2,359	11,081
- Land Operating Reserve		268						268
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		267	1,187					1,454
Total Indoor Aquatic Facilities	2-151	535	2,405	2,470	2,518	2,516	2,359	12,803
Pan Am Pool - Boiler System Replacement								
- Land Operating Reserve		636						636
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		606						606
Total Pan Am Pool - Boiler System Replacement	2-152	1,242						1,242

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL						6 YEAR TOTAL
		Budget	FORECAST					
		2016	2017	2018	2019	2020	2021	2016 - 2021
Pan Am Indoor Pool - Parking Lot Refurbishment								
- Cash to Capital		84	63					147
- Land Operating Reserve		292						292
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		377	63					440
Total Pan Am Indoor Pool - Parking Lot Refurbishment	2-153	753	126					879
Outdoor Aquatic Facilities								
- Cash to Capital		175	217	340	338	340	342	1,752
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		175	125					300
Total Outdoor Aquatic Facilities	2-154	350	342	340	338	340	342	2,052
Community Facilities	2-155	200	200	260	212	214	217	1,303
Building Asset / Work Management Program	2-156	162	152	163	175	170	164	986
UFF - Hockey Pen Light Standard Replacement	2-157	100	100	100	100	100	100	600
City-Wide Accessibility Program								
- Cash to Capital		75	425	425	425	425	425	2,200
- Land Operating Reserve		350						350
Total City-Wide Accessibility Program	2-158	425	425	425	425	425	425	2,550
Transcona Centennial Pool								
- Transfer from Corporate Non-Specified Capital Account		1,000						1,000
- Interim Financing from Land Operating Reserve (Repayment)		575	(575)					-
- Land Operating Reserve		725	575					1,300
Total Transcona Centennial Pool	2-159	2,300						2,300
St. James Civic Centre								
- Cash to Capital			250	2,080				2,330
- Transfer from Corporate Non-Specified Capital Account			1,836					1,836
- Transfer from Prior Year Surplus - Manitoba Winnipeg Infrastructure Fund (MWIF 2008, 2009 & 2010)			3,900					3,900
Total St. James Civic Centre	2-160		5,986	2,080				8,066
City Hall - Building Refurbishment								
- Commitment Reserve		200						200
- Land Operating Reserve		1,000	1,000					2,000
Total City Hall - Building Refurbishment	2-161	1,200	1,000					2,200
East Yard Complex Development								
- Interim Financing from Land Operating Reserve (Repayment)		(450)						(450)
- Land Operating Reserve		450						450
Total East Yard Complex Development	2-162							
Sherbrook Pool Reopening								
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)			95	95	95	95		380
- Interim Financing from General Capital Fund / (Repayment)			(95)	(95)	(95)	(95)		(380)
Total Sherbrook Pool Reopening	2-163							
TOTAL MUNICIPAL ACCOMMODATIONS		10,496	14,760	11,192	8,924	8,953	8,697	63,022

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
CITY CLERKS								
Innovation Capital Fund	2-165	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**
Corporate Records Centre	2-166		**150**					**150**
Election Systems	2-167		**200**	**200**			**200**	**600**
Decision Making Information System (DMIS) Replacement	2-168			**250**				**250**
2017 Canada Summer Games	2-169	**750**	**750**					**1,500**
TOTAL CITY CLERKS		**1,750**	**2,100**	**1,450**	**1,000**	**1,000**	**1,200**	**8,500**
CORPORATE SUPPORT SERVICES								
Communication Tower Relocation - First charge on 2016 Capital Budget of up to $850,000 (Council July 15, 2015)	2-170	**850**						**850**
PeopleSoft Upgrade								
- Cash to Capital		**500**	**1,800**	**412**				**2,712**
- Transfer from Prior Year Authorization		**588**						**588**
Total PeopleSoft Upgrade	2-171	**1,088**	**1,800**	**412**				**3,300**
Communications Network Infrastructure	2-172	**225**	**375**	**540**	**267**	**375**	**776**	**2,558**
Enterprise Computing Initiatives								
- Cash to Capital		**835**	**794**	**1,503**	**1,127**	**1,328**	**1,763**	**7,350**
- Transfer from Computer Replacement Reserve		**1,061**	**306**	**126**		**608**	**146**	**2,247**
Total Enterprise Computing Initiatives	2-173	**1,896**	**1,100**	**1,629**	**1,127**	**1,936**	**1,909**	**9,597**
Print Asset Renewal	2-174	**167**						**167**
Aerial Imagery Renewal Program	2-175	**150**		**165**		**190**		**505**
Software Renewal Program	2-176	**157**			**157**			**314**
311 Renewal	2-177	**100**	**450**	**250**	**100**	**450**	**250**	**1,600**
Teraspan Fibre Ring Renewal	2-178	**119**						**119**
Infrastructure Service Enhancements	2-179	**150**	**100**					**250**
Candidate Gateway	2-180	**621**	**218**					**839**
TOTAL CORPORATE SUPPORT SERVICES		**5,523**	**4,043**	**2,996**	**1,651**	**2,951**	**2,935**	**20,099**

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CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
ASSESSMENT AND TAXATION								
Assessment Automation	2-181		870	320	350	200	350	2,090
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	2-182	3,000	3,000	3,000	3,000	3,000	3,000	18,000
TOTAL ASSESSMENT AND TAXATION		3,000	3,870	3,320	3,350	3,200	3,350	20,090
OTHER PROJECTS								
PeopleSoft Accounts Receivable and Billing - Transfer from Prior Year Authorization (2013 PeopleSoft Accounts Receivable and Billing)	2-183	550						550
TOTAL OTHER PROJECTS		550						550

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL FORECAST						6 YEAR TOTAL
		Budget 2016	2017	2018	2019	2020	2021	2016 - 2021
TRANSIT								
Innovative Transit Program								
- Cash to Capital		**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**
- Retained Earnings		**1,425**						**1,425**
Total Innovative Transit Program	2-184	**2,425**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**7,425**
Transit Building Replacement / Refurbishment	2-185	**4,500**	**4,573**	**4,506**	**6,536**	**6,536**	**6,536**	**33,187**
Transit Buses - First charge on 2016 Capital Budget of up to $5.164 million (Council March 25, 2015)								
- Cash to Capital		**9,173**	**1,468**	**6,390**	**10,017**	**9,696**	**10,613**	**47,357**
- Transit Bus Replacement Reserve		**6,516**	**8,994**	**9,335**	**9,346**	**9,565**	**9,960**	**53,716**
- External Debt		**5,164**						**5,164**
- Provincial Building Manitoba Fund		**3,840**	**3,840**	**3,840**	**8,040**	**3,840**	**3,840**	**27,240**
- Federal Gas Tax		**6,106**	**6,106**	**6,397**	**6,397**	**6,397**	**6,397**	**37,800**
- Retained Earnings		**1,657**						**1,657**
Total Transit Buses	2-186	**32,456**	**20,408**	**25,962**	**33,800**	**29,498**	**30,810**	**172,934**
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass								
- Public Private Partnership (City)		**(16,500)**						**(16,500)**
- External Debt		**16,500**						**16,500**
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve						**22,050**	**22,150**	**44,200**
- P3 Annual Service / Financing Payments (Province)						**(2,300)**	**(2,345)**	**(4,645)**
- P3 Annual Service / Financing Payments (City)						**(18,450)**	**(18,505)**	**(36,955)**
- External Debt Annual Service Payments (City)						**(1,300)**	**(1,300)**	**(2,600)**
Total Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	2-187							
Rapid Transit Planning and Design - First charge on 2016 Capital Budget of up to $2.5 million (Council March 23, 2015)	2-190	**2,500**						**2,500**
Land Acquisition								
- Retained Earnings	2-191	**2,000**						**2,000**
TOTAL TRANSIT		**43,881**	**25,981**	**31,468**	**41,336**	**37,034**	**38,346**	**218,046**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
WATER AND WASTE - GENERAL CAPITAL FUND								
Land Drainage and Flood Control								
Financed by Cash to Capital:								
Flood Pumping Station Rehabilitation	2-192	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**
Land Drainage and Combined Sewers Outfall Gate Structures	2-193	**2,600**	**2,400**	**1,750**	**1,700**	**2,000**		**10,450**
Flood Manual Upgrades	2-194	**325**						**325**
Development Agreement Paybacks - Developer Capacity Charges	2-195	**500**	**500**	**500**				**1,500**
Outfall Rehabilitation	2-196	**500**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**10,500**
Total Land Drainage and Flood Control		**4,925**	**5,900**	**5,250**	**4,700**	**5,000**	**3,000**	**28,775**
TOTAL WATER AND WASTE - GENERAL CAPITAL FUND		**4,925**	**5,900**	**5,250**	**4,700**	**5,000**	**3,000**	**28,775**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
WATERWORKS SYSTEM								
Waterworks System - Supply and Treatment								
Financed by Waterworks Retained Earnings:								
Shoal Lake Aqueduct, Falcon River Diversion Bridges and Freedom Road Construction	2-197	**6,000**						**6,000**
Shoal Lake Aqueduct Asset Preservation	2-198	**550**	**1,200**	**600**			**2,595**	**4,945**
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-199	**1,465**	**2,300**	**50**	**200**	**1,025**	**1,330**	**6,370**
Branch Aqueduct Condition Assessment and Rehabilitation	2-200						**1,000**	**1,000**
Tache Booster Pumping Station	2-201	**1,000**		**2,600**		**1,736**		**5,336**
Pumping Stations Reliability Upgrades	2-202	**825**						**825**
Pumping Stations and Reservoirs Structural Upgrades - First charge on 2016 Capital Budget of up to $8,700,000 (Council December 9, 2015)	2-203	**8,700**		**400**	**400**	**400**		**9,900**
Chlorination Upgrading at Pumping Stations	2-204		**2,750**					**2,750**
Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-205	**3,900**					**950**	**4,850**
Waterworks System Security Upgrades	2-206		**600**	**500**				**1,100**
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-207	**450**					**575**	**1,025**
Water Treatment Plant Capacity Validation	2-208			**150**				**150**
Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side)	2-209	**1,450**						**1,450**
Study of Natural Gas Powered Backup Pumps for Hurst Pumping Station	2-210			**400**				**400**
Deacon Reservoir Cell Rehabilitation	2-211		**875**					**875**
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-212	**200**						**200**
Hurst Pumping Station Building - Structural Repairs	2-213		**1,770**					**1,770**
Total Waterworks System - Supply and Treatment		**24,540**	**9,495**	**4,700**	**600**	**3,161**	**6,450**	**48,946**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
Waterworks System - Distribution								
Financed by Waterworks Retained Earnings:								
Saskatchewan Avenue Water Main	2-214		**4,830**					**4,830**
Transcona Water Main Reliability Upgrade	2-215			**5,788**				**5,788**
Feeder Main Condition Assessment and Rehabilitation	2-216	**1,000**	**1,000**	**1,000**	**750**	**1,500**	**1,500**	**6,750**
Building Renovations - 1199 Pacific Avenue	2-217			**110**				**110**
Customer Billing and Work Management Systems Upgrades Program	2-218	**380**	**495**	**985**	**545**	**255**	**235**	**2,895**
Web Self Service	2-219	**400**						**400**
Water Main Renewals								
- Water Main Renewal Reserve	2-220	**19,000**	**19,500**	**19,500**	**20,000**	**20,500**	**22,000**	**120,500**
Total Waterworks System - Distribution		**20,780**	**25,825**	**27,383**	**21,295**	**22,255**	**23,735**	**141,273**
TOTAL WATERWORKS SYSTEM (Utility Supported)		**45,320**	**35,320**	**32,083**	**21,895**	**25,416**	**30,185**	**190,219**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL FORECAST Budget 2016	2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
SEWAGE DISPOSAL SYSTEM								
Sewage Disposal System - Treatment								
Financed by Sewage Disposal System Retained Earnings:								
Biosolids - Alternative Disposal Delivery and Management System								
- Environmental Projects Reserve		**500**						**500**
- Retained Earnings				**22,050**			**1,000**	**23,050**
Total Biosolids - Alternative Disposal Delivery and Management System	2-221	**500**		**22,050**			**1,000**	**23,550**
Wastewater System Security Upgrades	2-222				**500**	**500**	**500**	**1,500**
North End Sewage Treatment Plant (NEWPCC) - Nutrient Removal / Upgrade								
- Retained Earnings		**54,661**						**54,661**
- Environmental Projects Reserve		**17,449**						**17,449**
- External Debt		**579,286**						**579,286**
Total North End Sewage Treatment Plant (NEWPCC) - Nutrient Removal / Upgrade	2-223	**651,396**						**651,396**
West End Sewage Treatment Plant (WEWPCC) - Effluent Monitoring Station - (formerly - West End Water Pollution Control Centre (WEWPCC) - Settling Improvement)	2-224	**450**						**450**
Process Control System Master Plan and Upgrade - (formerly - Water Pollution Control Centres (WPCC) - Distributed Control System (DCS) and Human Machine Interface (HMI) Upgrades)	2-225			**5,000**				**5,000**
Asset Refurbishment and Replacement Program	2-226	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**12,000**
Oracle Work Asset Management (OWAM) Fine Grain Access	2-227	**795**						**795**
Wastewater Information Management System (WIMS) Dashboard	2-228	**1,400**						**1,400**
Total Sewage Disposal System - Treatment		**656,541**	**2,000**	**29,050**	**2,500**	**2,500**	**3,500**	**696,091**

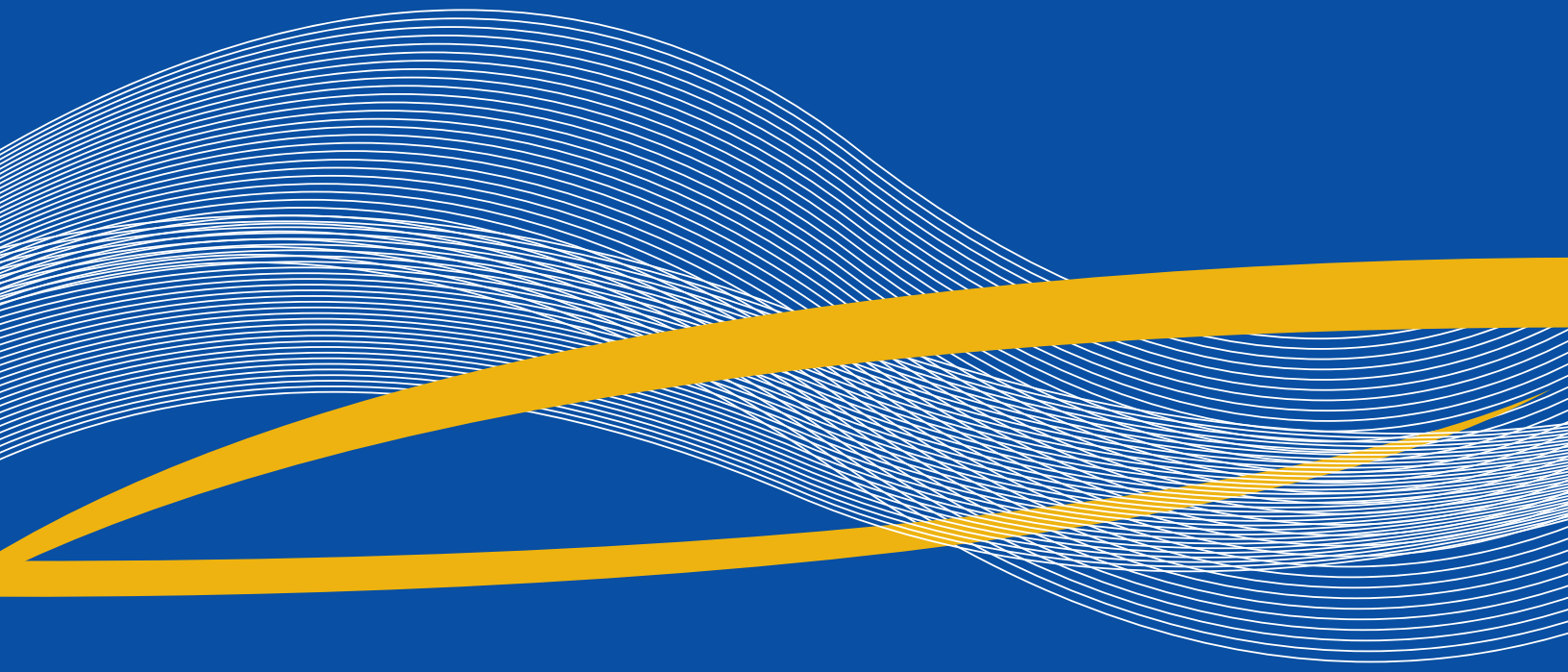
CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL Budget 2016	FORECAST 2017	2018	2019	2020	2021	6 YEAR TOTAL 2016 - 2021
Sewage Disposal System - Collection								
Financed by Sewage Disposal System Retained Earnings:								
Arc Flash Hazard Analysis and Remediation	2-229		**1,100**	**400**				**1,500**
Lift Stations Upgrading	2-230	**2,450**	**2,582**	**2,722**	**2,870**	**3,028**	**3,150**	**16,802**
Plessis Road Interceptor	2-231		**7,300**					**7,300**
Kenaston Boulevard Interceptor	2-232						**6,442**	**6,442**
Combined Sewer Overflow and Basement Flood Management Strategy								
- Environmental Projects Reserve	2-233	**12,699**	**19,800**	**32,764**	**32,300**	**35,784**	**21,518**	**154,865**
Comminutor Chamber Rehabilitation Program	2-235	**1,000**	**1,100**	**1,100**	**1,200**			**4,400**
Northeast Interceptor River Crossing Upgrade	2-236	**11,000**						**11,000**
D'Arcy Lift Station Load Shedding Upgrade	2-237	**400**						**400**
Collection System Power Reliability Study	2-238	**120**						**120**
WWD Business Intelligence	2-239	**150**	**210**	**1,560**	**600**	**480**		**3,000**
Customer Billing and Work Management Systems Upgrades Program	2-240	**380**	**495**	**985**	**545**	**255**	**235**	**2,895**
HR Document Management System	2-241	**300**						**300**
Geographical Information System and Public Works Manager Upgrades	2-242	**310**						**310**
Corporate and Departmental Asset Management Plans	2-243	**200**						**200**
Sewer Renewals - First charge on 2016 Capital Budget of up to $2,500,000 (Council December 9, 2015)								
- Sewer System Rehabilitation Reserve	2-244	**16,900**	**17,800**	**18,200**	**19,500**	**20,500**	**21,500**	**114,400**
Total Sewage Disposal System - Collection		**45,909**	**50,387**	**57,731**	**57,015**	**60,047**	**52,845**	**323,934**
TOTAL SEWAGE DISPOSAL SYSTEM		**702,450**	**52,387**	**86,781**	**59,515**	**62,547**	**56,345**	**1,020,025**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	PRELIMINARY CAPITAL FORECAST					6 YEAR TOTAL
		Budget 2016	2017	2018	2019	2020	2021	2016 - 2021
SOLID WASTE DISPOSAL SYSTEM								
Solid Waste Disposal System - Landfill								
Financed by Solid Waste Disposal Retained Earnings:								
Brady Road Resource Management Facility - Administration Building								
- External Debt			2,450					2,450
- Retained Earnings		550	50					600
Total Brady Road Resource Management Facility - Administration Building	2-245	550	2,500					3,050
Brady Road Resource Management Facility - Alternative Energy Feasibility Study	2-246	200						200
Brady Road Resource Management Facility - Cell Construction - Phase 1								
- Retained Earnings		2,600						2,600
- External Debt			2,100	2,200	2,300			6,600
Total Brady Road Resource Management Facility - Cell Construction - Phase 1	2-247	2,600	2,100	2,200	2,300			9,200
Brady Road Resource Management Facility - Cell Construction - Phase 2	2-248				600	3,850	2,950	7,400
Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements								
- External Debt	2-249	600	400					1,000
Brady Road Resource Management Facility - Landfill Gas Capture Expansion - Phase 2								
- External Debt	2-250	1,600		1,800				3,400
Closed Landfill Site Improvement	2-251	200						200
Total Solid Waste Disposal System - Landfill		5,750	5,000	4,000	2,900	3,850	2,950	24,450
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)	2-252	400	4,750					5,150
Total Solid Waste Disposal System - Collection		400	4,750					5,150
TOTAL SOLID WASTE DISPOSAL SYSTEM		6,150	9,750	4,000	2,900	3,850	2,950	29,600

Service Based Budget - Services By Policy Area

Service	Sub-Service
Infrastructure Renewal and 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
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
Water and Waste, Riverbank Management and the Environment	
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
Property and Development, Heritage and Downtown 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 & Parks / Winnipeg Police Board	
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
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
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
Golf Services SOA	Golf Courses
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

PRELIMINARY BUDGET

Operating and Capital

Volume 2