Winnipeg

2017 PRELIMINARY BUDGET

Operating and Capital
Volume 2



City of Winnipeg

2017
Preliminary Budget
Operating and Capital
Volume 2

WINNIPEG, MANITOBA, CANADA

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The City of Winnipeg
Winnipeg, Manitoba
R3B 1B9

Telephone Number: 311

Toll Free : 1-877-311-4WPG(4974)

City of Winnipeg website: www.winnipeg.ca

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2017 LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE

Introduction

We are very pleased to table the 2017 preliminary capital and operating budgets.

At the start of this year's budget process, we were facing an immense $52 million deficit in our tax supported operating budget.

Over the last several months, we worked collaboratively and creatively to prepare and table for Council's consideration a preliminary budget that is balanced.

We are pleased Standard & Poor's most recent Global Rating Report reaffirmed Winnipeg's AA/Stable credit rating. In their report, Standard & Poor indicated their assessment is based on "the city's very strong economic fundamentals, exceptional liquidity position, moderate debt burden, and very low contingent liabilities".

The 2017 preliminary budgets build on these principles. In this regard, bringing the budget back into balance has required a lot of listening, as well as many difficult choices and decisions. The preliminary budgets present a balanced, fiscally prudent and responsible plan that limits budgeted expenditure increases to the lowest level in ten years while maintaining and investing in key infrastructure and services important to Winnipeggers.

At the same time, the preliminary budget reflects the reality that Winnipeg's population is on track to grow steadily and strongly over the next twenty-five years, and that we need to manage and support this growth by investing in the right infrastructure at the right time so critical infrastructure is in place when we need it.

Building on last year's goal of increasing citizen engagement in the budget process, this year's budget planning process was enhanced through the addition of five community-based consultations held at locations across Winnipeg.

These consultations were open to all members of the public and community organizations, and provided opportunities to discuss the challenges and opportunities facing Winnipeg. Residents also had the opportunity to provide input and feedback through various on-line platforms, and a telephone survey was undertaken in early October. Individual meetings with each member of Council were also conducted by the Finance Chair and Chief Financial Officer.

Demands on this year's budget continue to be high for many priorities such as improved roads, safe and secure communities, improved transit as well as renewed and expanded community centres.

We believe the preliminary 2017 budgets strike the right balance between addressing our current structural operating deficit as well as continuing to invest in key services and infrastructure such as roads and transit that help build our city now and into the future.

Revenues & Expenditures

Winnipeg has amongst the lowest operating costs per capita across all major cities in Canada.

This year's operating budget proposes to maintain this trend by limiting expenditure increases to 2.31 percent in 2017, the lowest rate of budgeted growth in tax-supported spending in ten years.

We are pleased to maintain Winnipeg's competitiveness in this regard without cutting front line services or increasing vacancy management targets.

No rate increase is proposed to the frontage levy this year, and the water and sewer dividend rate remains fixed.

The preliminary 2017 budgets do not propose any new fees or charges, and the Impact Fee recently approved by Council is not used as a funding source.

The only increases to existing fees are inflationary increases that come into effect annually on January 1.

Winnipeg continues to have amongst the lowest property taxes in Canada and this budget takes steps to maintain our competitive ranking in this regard.

Property tax increases this year are limited to 2.33 percent, and the entire increase is dedicated to addressing Winnipeg's infrastructure requirements.

Two percent of the proposed 2.33 percent increase is dedicated to rebuilding and repairing our regional and local roads, and 0.33 percent of the proposed increase is dedicated toward the completion of the Southwest Rapid Transitway. This means that the average homeowner will pay an additional $38 in municipal property taxes in 2017.

Road Renewal

Without a doubt, investment in roads remains a top priority for our citizens and this budget reflects this priority.

The 2017 budget proposes to maintain record investments in road renewal at $105.2 million. This will enable us to continue rebuilding and renewing our regional and local streets. The 2017 budget and the five year capital forecast increases investments in road renewal each year starting in 2018 for a total investment of over $685 million in road renewal over the next 6 years.

Business Tax

To continue powering the economy and reduce the burden on small businesses, the business tax rate will be reduced from 5.3 percent to 5.25 percent in 2017.

Since this Council took office two years ago we have reduced the Small Business Tax rate from 5.7 percent to 5.25 percent and we have increased the Business Tax threshold from $23,880 to $32,220 which has eliminated the business tax for almost one-half of Winnipeg businesses.

Efficiency Savings & Innovation

Identifying efficiencies, ensuring value for taxpayers, and encouraging innovation continue in this year's preliminary budgets.

In 2017, we have identified a further $11 million of efficiency savings through various measures. These savings have been invested back into the capital budget to help rebuild roads. Since this Council took office two years ago, we have identified $28.5 million of efficiency savings that will be re-invested in rebuilding our regional roads.

To encourage and support further ideas for innovation and efficiencies, the preliminary budgets continue the $1 million innovation capital fund in 2017.

Community Safety

The 2017 preliminary budget proposes to invest a total of $288 million in the Police Service which reflects an increase of approximately $3.6 million or 1.3 percent from last year's budget once adjusted for pension contribution rate changes.

This increase is in-line with the rate of inflation and consistent with the target stated in the Winnipeg Police Board Strategic Plan.

Over $199 million is proposed to be invested in the Fire and Paramedic Service in 2017 which reflects an increase of over 4 percent from 2016. The 2017 preliminary budgets include additional resources to purchase new firefighting equipment, maintain existing fire halls, and enforce new fire prevention measures that will improve public safety.

Transit

A modern, well-functioning public transit system is critical for a growing, thriving city and the preliminary budgets propose significant levels of investment in transit capital.

Construction of the next phase of the Southwest Rapid Transitway continues, and we are pleased the public private partnership for this project has helped identify efficiencies and cost savings that have reduced the overall cost from $587.3 million to $467.3 million.

In 2017, together with our partners at the federal and provincial levels, the preliminary budget proposes to invest $81.5 million to modernize and upgrade existing transit capital assets. This includes over $53.2 million to expand and overhaul existing transit maintenance facilities on Osborne Street as well as an investment of over $22.4 million towards the purchase of new transit buses to renew and modernize the bus fleet.

In addition, this budget proposes to extend transit routes in the fall of 2017 to support growing and expanding areas of the city in Amber Trails as well as Bridgewater Forest and South Pointe.

Active Transportation

Investments in active transportation facilities are essential to support a healthy, active community and provide transportation options for citizens of all ages. The 2017 preliminary budgets propose to invest a total of $13.5 million in various active transportation facilities, an increase of $4.9 million or 57% from the 2016 level of $8.6 million.

Investments in 2017 include:

- $3.6 million for new buffered bike lanes along Pembina Highway;
- Over $2.8 million for bicycle corridors;
- $1.6 million for protected bike lanes along Empress Street; and
- An investment of $1.0 million in the Transcona Trail walkway.

Water & Wastewater

The water, wastewater and solid waste utility operations form a significant part of these budgets. These budgets include capital and operating funds to address environmental and legislative licensing requirements as well as updated rate projections. The long term capital plan includes almost $400 million for the sewer capital program including $168 million to address combined sewer overflows and basement flooding.

Long term Capital Plan

The City continues to face an immense challenge to address a projected infrastructure deficit of $7.4 billion, about half of which is required to upgrade existing infrastructure and the other half required to invest in new infrastructure to support a growing city.

The 2017 capital budget takes steps to address this infrastructure deficit by including additional one-time funding sources. This includes over $38 million from the federal government's public transit infrastructure fund, $8.6 million from capital project surpluses, and the strategic use of debt to fund intergenerational projects.

A total capital investment of almost $433 million is proposed in 2017, representing a $74 million increase over the forecast level projected in last year's budget.

Over the next six years, the capital budget is projected to invest a total of $2.2 billion, including:

- Road, bridge, and active transportation projects – $878.7 million
- Transit –$287.9 million
- Community Services including library and recreational facilities – $120.5 million
- Police and Fire/Paramedic Services – $100.9 million
- Investments in the water utility – $192.2 million

Individual strategic capital investments include:

- $5.2 million towards the Tache Promenade, a pedestrian promenade along the Red River in St. Boniface between the Provencher and Norwood Bridge
- $4.1 million in 2017 to support the construction of a new recreation facility in south Winnipeg
- $7.9 million for a new library in Transcona at 1500 Plessis Road with $2.5 million included in the 2017 budget
- $2 million in 2017 for the construction of 2 new spray pad facilities: one at the North Centennial Recreation and Leisure facility (Old EX site) and one at the Freighthouse site located at 200 Isabel Street
- Almost $8 million to repair and upgrade the Seven Oaks pool, with $2.4 million included in the 2017 budget
- $750,000 for the 2017 Canada Summer Games towards a total $3 million capital commitment
- $20 million in 2017 for the construction of a new Police Station in North Winnipeg

New and ongoing program spending

The 2017 preliminary budgets propose new and ongoing investments to build complete neighbourhoods and strengthen community amenities including:

- Increasing the operating support for the Assiniboine Park Conservancy to $10.8 million from $10.5 million as well as a capital grant of $5.1million to support on-going infrastructure renewal efforts
- Second year of a five year annual commitment of $1 million to the Winnipeg Art Gallery Inuit Art Centre
- $1.75 million to support the Aboriginal Youth Strategy
- Increasing operating support for the new Transportation Management Centre to $3.5 million, from $2.7 million in 2016
- $600,000 to support the work of CentreVenture in the ongoing redevelopment and renewal of our downtown
- $160,000 to support the University of Winnipeg's Youth United program that provides youth with summer work experience and instruction on the Truth and Reconciliation Commission.
- 150,000 to continue the Community Homeless Assistance Program (CHAT)
- Third year of a 5 year annual commitment of 150,000 towards the United Way's Plan to End Homelessness.

Conclusion

At the mid-point of this Council's mandate, we believe City Hall is on a better track today than it was two years ago.

We have made significant progress toward making City Hall more open and transparent, more accessible and responsive, and we have strengthened our sense of pride in our City.

We believe the 2017 preliminary budgets continue the momentum and progress made over the last two years.

Winnipeg today is a growing, thriving city, and is projected to grow steadily and strongly over the next 25 years. A growing city needs to be supported with the right infrastructure, and it needs to be in place at the right time. We need to be building Winnipeg today so critical infrastructure is in place when we need it, and when our children, and their children, need it.

Managing the infrastructure needs of a growing city while ensuring fiscal prudence and balance requires difficult decisions, and strong leadership that transcends ward boundaries in the interest of building Winnipeg for the future, and a Winnipeg we can all be proud of.

Looking forward, we will need to continue with a disciplined and responsible approach to investing scarce taxpayer dollars.

We can achieve this by working closely with the federal government to maximize Winnipeg's share of infrastructure funding. We will work with our provincial government to ensure Winnipeg gets a fair say in how infrastructure funding is invested. And, we must continue to review and scrutinize expenditures to ensure we are investing tax dollars in ways that provide maximum benefit and value to taxpayers.

We now invite all citizens and members of Council to continue the discussion to finalize the preliminary 2017 operating and capital budgets.

Respectfully submitted,



Brian Bowman
MAYOR



Scott Gillingham
CHAIR, Standing Policy Committee on Finance

OPERATING BUDGET RECOMMENDATIONS

1. That the following recommendations with respect to the 2017-2019 Preliminary Operating Budget be approved:

   A. i. That the 2017 Preliminary Operating Budget, including the budgets for reserves (Appendix 3), be reviewed and submitted to Council for approval; and

      ii. That the 2018 and 2019 projections be received and submitted to Council as information on the preliminary financial plans for those years.

   B. That the City's mill rate be increased from 12.766 to 13.063 in 2017, for the purpose of raising revenue as required for the annual operating budget, including 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% in 2017.

   C. i. That the City's business tax rate be decreased from 5.3% to 5.25% in 2017; 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 2017.

   D. That transfers between funds outlined in the 2017 Operating Budget be approved.

   E. That a transfer from the General Purpose Reserve Fund to the General Revenue Fund be made in 2017 based on the 2016 year-end surplus transferred to the General Purpose Reserve Fund, to a maximum of $9.5 million. If the year-end surplus is not sufficient to make the $9.5 million transfer, any shortfall will be addressed during 2017.

   F. That a transfer from the Financial Stabilization Reserve Fund to the General Revenue Fund be made in 2017 based on the balance in the Financial Stabilization Reserve Fund after year-end adjustments to a maximum of $5 million.

   G. That $2 million in prior years' tax supported cash to capital surplus, including that identified in Appendix 5D, due to capital projects coming under budget, be utilized to reduce the transfer to the General Capital Fund in the 2017 tax supported operating budget.

H. i. That the Wading and Outdoor Extended Season Reserve be closed effective January 1, 2017 as it is no longer required and has a zero projected balance, and

ii. That the annual budget transfer of $351,800 be more efficiently used directly in the Community Services Department operating budget within the Aquatic Services Division to provide for summer outdoor pool operations until September.

I. That Council include in the 2018 operating projection a grant to the Canadian Association of Police Governance (CAPG) of $15,000, as the City of Winnipeg has been chosen to be the host City for the annual CAPG conference in 2018. The applicable grant application will be required from the proponent.

J. That consideration of a $30,000 annual grant-in-lieu of taxes for the Manitoba Theatre for Young People, for a 10 year period beginning in 2018, be referred to the 2018 budget process together with a one-time top-up amount for unpaid taxes.

K. That Council approve a waiver of the $5 smart card fee to University of Manitoba students participating in the U-pass program, effective upon initiation of the smart card for the University of Manitoba U-pass program and extending for one term after it has been initiated. This waiver is consistent with the Council approved $5 rebate provided to individuals during launch of the smart card system in 2016.

L. That Council:

i. transfer to the General Revenue fund $1,000,000 of the monies to be paid to the City by the Winnipeg Convention Centre Corporation ("WCCC") in accordance with Recommendation 2 of the January 28, 2015 Council Decision "Amendment to Council Decision – Approval of Funding Participation – Winnipeg Convention Centre Expansion Project" (the "Council Decision") ; and

ii. rescind Recommendation 3 of the Council Decision.

M. That prior to payment of any grant monies approved in the 2017 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.

N. That the Public Service enter into discussions with the WRHA to develop an ambulance fee reduction strategy including an equal and offsetting increase in WRHA funding to ensure the City's revenue position is maintained on a budget neutral basis, and report back to Council with the results of such discussions.

O. 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 efficiency savings, if required, on a budget neutral basis.

P. That the City Solicitor/ Director of Legal Services 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 2017 Preliminary Capital Budget and 2018 to 2022 Five Year Forecast be approved:

   A. i. That the 2017 Preliminary Capital Budget totaling $432,909,000 requiring new borrowing authority of $30,530,000 for tax-supported operations, and $5,753,000 for the Solid Waste Utility operation, be reviewed and submitted to Council for approval; and

   ii. That the 2018 to 2022 Five Year Capital Forecast be reviewed and submitted to Council for adoption in principle.

   B. That external borrowing authority of $23,550,000 for the 2016 Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project be approved in replacement of $23,550,000 of debt previously approved as part of the Public Private Partnership.

   Note: This will make the external borrowing amount equal to $16,500,000 and $23,550,000 for a total of $40,050,000 in 2016 with all related debt and finance charges to be repaid from the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve.

   C. That the previously approved 2016 capital budget authorization of $587,300,000 for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass be revised to $467,300,000 to reflect innovation and efficiencies on the project.

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

Year	$ Millions
2017	55.649
2018	80.278
2019	70.778
2020	72.778
2021	74.778
2022	76.778

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

   E. That $8.616 million in prior years' tax supported cash to capital surplus identified in Appendix 5D, due to capital projects coming under budget, be utilized as a financing source in the 2017 capital budget and 2018 capital forecast.

F. That a transfer from the Land Operating Reserve Fund to the General Capital Fund be made in 2017 to a maximum of $3,240,000 provided the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full $3,240,000 transfer cannot be made, any shortfall will be addressed during 2017.

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

H. That Council authorize the expenditure of up to $29,252,000 for Transit Buses in 2017 or prior to the adoption of the 2018 Capital Budget as a first charge against the General Capital Fund and/or other authorized funding sources as determined by the Chief Financial Officer, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate project timing in order to meet Federal claiming deadlines, subject to confirmation of Federal and Provincial funding as set forth in the capital budget.

I. That Council authorize the expenditure of up to $3,550,000 for Transit Building Roof Replacement and Ventilation Upgrade in 2017 or prior to the adoption of the 2018 Capital Budget as a first charge against the General Capital Fund and/or other authorized funding sources as determined by the Chief Financial Officer, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate project timing in order to meet Federal claiming deadlines, subject to confirmation of Federal and Provincial funding as set forth in the capital budget.

J. 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.

K. That unutilized borrowing authority in the Solid Waste Disposal Utility of $758,955 be cancelled as follows:

By-Law Number	**$**
150/2009	61,321
144/2011	697,634
Total	**758,955**

L. That unutilized borrowing authority in the Transit Fund of $4,089,325 be cancelled as follows:

By-Law Number	$
6774/96	1,144,000
6973/97	463,325
6976/97	650,000
7125/98	1,062,000
7751/01	770,000
Total	**4,089,325**

M. 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.

2017 Preliminary Operating and Capital Budgets

November 22, 2016

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Overview

- Budget Consultation – Public Engagement
- Multi-Year Budget View
- Budget Priorities
- Preliminary Operating and Capital Budgets
- Future Budget Challenges



2017 Budget Priorities

- Maintain Record Street Renewal Investment
- Public Transportation
- Investing in Safe and Secure Communities and Community Amenities
- Efficiencies and Innovation



Autumn in Old Market Square on King Street

Budget Context

- Tax-supported operating budget shortfall for 2017 from 2016 process was $51.7 million
- Our city is growing
- Structural deficit in operating budget
- Aging infrastructure and infrastructure deficit
- Need to strike a balance between fiscal challenges and investment in services and infrastructure

2017 Highlights

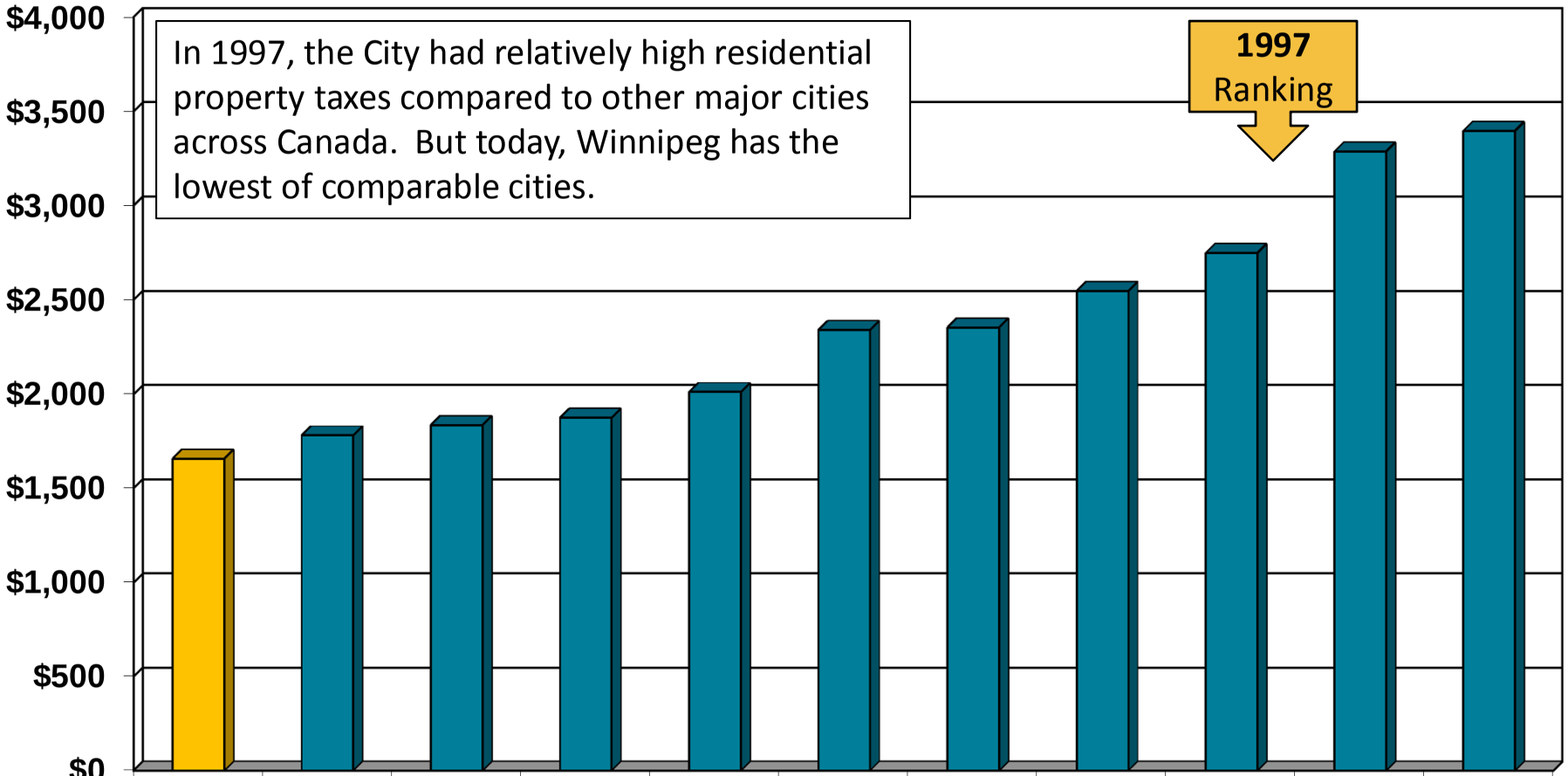
- Annual 2% property tax increase dedicated to capital (1% to each of Regional and Local Street Renewal Programs)

- .33% property tax increase dedicated for future payments for the Southwest Rapid Transitway (Stage 2)

- Combined 2.33% property tax increase

2016 Municipal Property Tax Comparison

Based on either average or median house values



	Wpg	Cal	Hal	Sask	Van	Edm	Vic	Que	Tor	Ham	Ott
2016	$1,656	$1,780	$1,835	$1,874	$2,011	$2,339	$2,353	$2,547	$2,748	$3,286	$3,395
	a	m	a	a	m	a	a	a	a	a	a

Note: 'a' represents the average house; 'm' represents the median house
Source: Completed by City of Winnipeg derived from various sources.

Property Tax Changes in Cities

	Cumulative 1999 to 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Cumulative 1999 to 2016	2017
Vancouver	36.7%	1.2%	5.8%	2.0%	2.0%	2.8%	2.0%	1.9%	2.4%	2.3%	59.1%	2.0%P
Edmonton	35.3%	7.5%	7.3%	5.0%	3.9%	5.4%	3.3%	4.9%	5.7%	3.4%	81.7%	3.4% P
Calgary	32.6%	4.5%	5.3%	4.8%	5.0%	6.0%	5.5%	5.0%	4.5%	3.5%	76.7%	0.0%
Saskatoon	28.8%	5.4%	2.9%	3.9%	4.0%	4.0%	5.0%	7.43%	5.34%	3.96%	70.7%	4.2%P
Regina	20.8%	2.8%	0.0%	4.0%	4.0%	3.9%	4.5%	5.9%	3.9%	3.3%	53.1%	n/a
Winnipeg	-6.0%	0.0%	0.0%	0.0%	0.0%	3.5%	3.9%	2.95%	2.3%	2.33%	9.0%	2.33P

- 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 9.0%.

Source: Cities' websites "P" denotes proposed amount

Average Home Assessed at $288,190 in 2017



	2016	2017	Change	
Municipal property taxes (excludes school taxes)	$1,656	$ 1,694	$ 38.51	2.33%

2017 HIGHLIGHTS

Powering the Economy and Reducing the Burden on Small Business

- Business Tax rate reduced from 5.30% to 5.25%
- Rebate of municipal business taxes for businesses that have a rental value of $32,220 or less in 2017 (consistent with 2016)
  - *Impacts 48% of all businesses*
  - *Approximately 5,900 businesses will benefit*

2017 HIGHLIGHTS

Continued Dedicated Funding Plan for Street Renewal

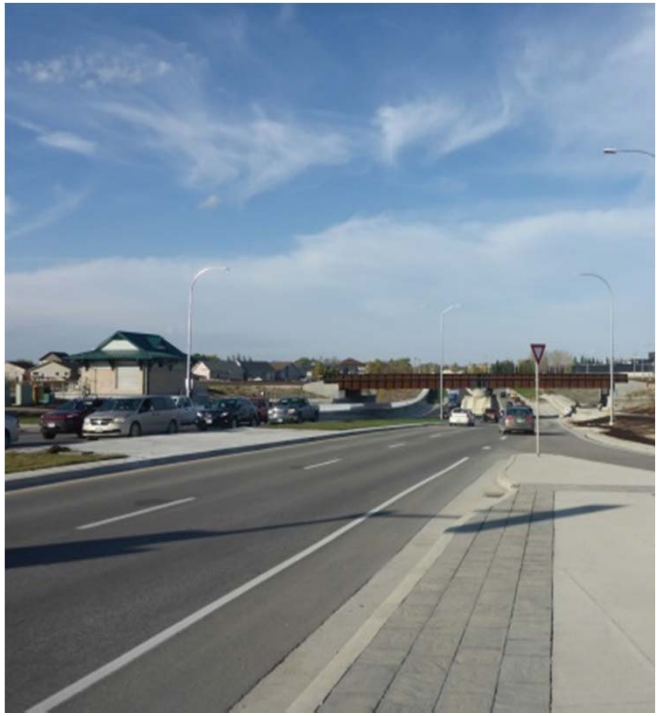
- 2% of property tax increase funds reserves dedicated to the renewal of regional and local streets, back lanes and sidewalks in the capital program
- $11 million in departmental savings/efficiencies have been reinvested in regional street renewal through incremental cash to capital

Cumulative Savings / Efficiencies		
2015	$ 6.5	million
2016	11.0	million
2017	11.0	million
2018	11.5	million
Total	**$40.0**	**million**

2017 HIGHLIGHTS

2017 Street Renewal Capital Program – $105.2 million

- Regional Streets
  - Enhanced Program - $18.9 million
  - Regular Program - $25.9 million
- Local Streets
  - Enhanced Program - $23.3 million
  - Regular Program - $37.1 million
- 2012 Total Program $30.9 million



Plessis Underpass

2017 HIGHLIGHTS

6-Year Street Renewal Program ($685.2 million)

2017	$ 105.2 million
2018	106.3 million
2019	107.4 million
2020	108.4 million
2021	127.6 million
2022	130.3 million
Total	**$ 685.2 million**



Logan Avenue Reconstruction

HIGHLIGHTS

Transit Capital Investment

- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Project
  - The P3's financial close for this project has identified savings and efficiencies to reduce overall cost from $587.3 million to $467.3 million
  - Multi-year funding plan, including a tax increase of .33% for ten years beginning in 2016



Construction of Southwest Rapid Transitway at Investors Group Field / University of Manitoba

HIGHLIGHTS

Transit Capital Investment (continued)

- 2017 Capital Program $81.5 million including Federal and Provincial support:
  - $38.5 million from Public Transportation Infrastructure Fund
  - $15.7 million reallocated Manitoba Winnipeg Infrastructure Agreement (MWIA)
- 2017 Capital Program includes the following major projects:
  - Expansion of Transit Vehicle Overhaul and Maintenance Facilities - $53.2 million
  - New Transit Buses - $22.4 million



Bicycle racks on the front of a rapid transit bus.

HIGHLIGHTS

Transit Operating Investment

- Operating expenditure of $191.3 million in 2017
- City of Winnipeg Transit subsidy of $55.1 million in 2017
- Bus routes effective September 2017
  - Amber Trails - Extension of Route 33 - Maples to provide 7 days a week, all day service
  - Bridgwater Lakes and Bridgwater Centre - Extensions to Routes 84/86 to provide 7 days a week, all day service
  - South Pointe - Modifications to Route 72 to provide daytime service connecting South Pointe to the University of Manitoba



Transit bus advertising new 'peggo' smart cards

2017 HIGHLIGHTS

Investing in Safe and Secure Communities

- Winnipeg Police Service - $288.0 million
  - includes pension contribution rate increase from 15.63% to 17.94%
  - Compared to pension rate adjusted 2016 budget of $284.4 million, increase is $3.6 million or 1.3%
  - Includes cash to capital of $3.1 million
- Fire Paramedic Service - $199.2 million ($190.3 million in 2016)
  - an increase of $8.9 million or 4.70%
  - Includes annualization of the expansion of community paramedicine program from 2016, subject to WRHA funding approval
  - Includes cash to capital of $5.2 million
- Investment in public safety comprises 45.1% of the total tax supported budget

2017 HIGHLIGHTS

Investing in Safe and Secure Communities

- Public Works - $230 million ($215.5 million in 2016) includes the flow-through of the 2% property tax increase for regional and local street renewal
- Community Services - $114.9 million ($111.4 million in 2016)



Play structure at Magnus Eliason Recreation Centre

2017 HIGHLIGHTS

Investing in Safe and Secure Communities

- Aboriginal Youth Strategy funding at $1.75 million
- Operating and capital support to Assiniboine Park Conservancy
  - $10.840 million operating grant
  - $5.123 million for ongoing infrastructure renewal

2017 HIGHLIGHTS

Investing in Communities

- $150,000 for the Community Homeless Assistance Team (CHAT program)
- 3rd year of 5 year annual grant of $150,000 to the United Way's Plan to End Homelessness
- Winnipeg Arts Council Funding held at $7 per capita
- Further $1 million toward $5 million commitment to support the Winnipeg Art Gallery - Inuit Art Centre (2016 - $1 million)
- $3.5 million for the operation of the Transportation Management Centre (TMC)
- $250,000 in each of 2017 and 2018 to review and update Plan Winnipeg
- $600,000 grant to CentreVenture

HIGHLIGHTS

2017 Canada Summer Games

- The City has approved a contribution of up to $694,500 for value-in-kind City services for the 2017 Canada Summer Games
- A $600,000 contribution funded through the Special Event Tourism Fund has also been approved
- Capital funding of $750,000, for a total $3 million capital commitment is also included in this budget

HIGHLIGHTS

Efficiencies and Innovation

- $1 million Innovation Capital Fund annually to facilitate investment in new and innovative ideas for immediate and future savings
- Past Innovation Capital Fund projects include:
  - Creation of a Capital Financial Reporting System (CFRS) Dashboard ($350,000)
  - Photographic technology to identify and reduce illegal dumping activities ($54,000)
  - Software to provide online access and long-term preservation of digital records with archival value ($100,000)

2017 HIGHLIGHTS

Efficiencies and Innovation

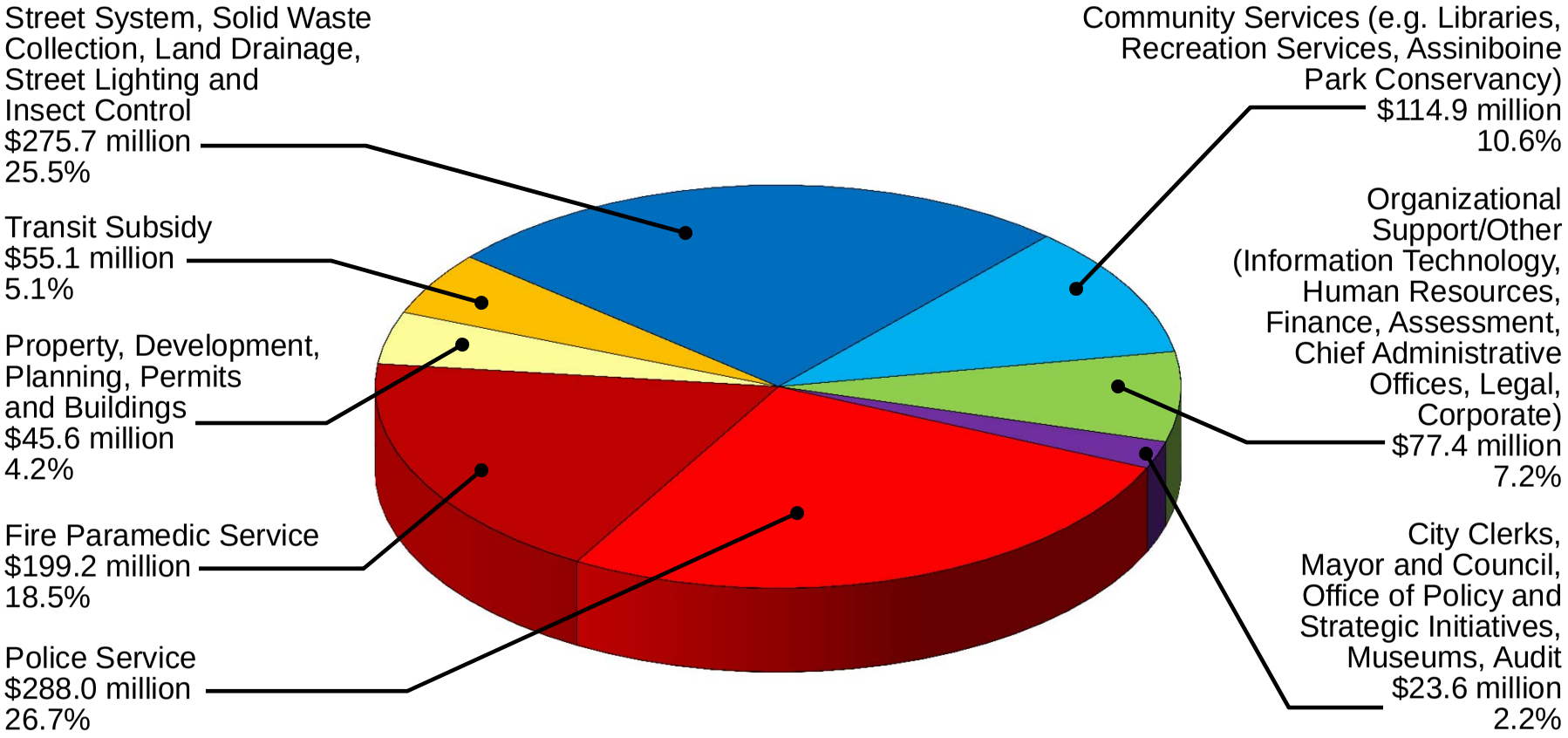
- Ongoing departmental review and analysis
  - Efficiency target of $7.7 million held corporately
  - City-wide vacancy management (staff turnover) of $18.5 million (2016 - $20.9 million)
    - Tax-supported - $12.3 million (2016 - $13.8 million)
    - Utilities - $6.2 million (2016 - $7.1 million)

Tax Supported Operating Budget

In Millions of $	2016 Adopted Budget	2017 Preliminary Budget
REVENUE		
Property Taxes	$ 549.3	$ 569.3
Business Taxes	57.3	57.5
Other	448.5	452.7
TOTAL REVENUE	**$ 1,055.1**	**$ 1,079.5**
EXPENDITURES		
Departmental	$ 982.8	$ 1,020.3
Corporate	72.3	59.2
TOTAL EXPENDITURES	**$ 1,055.1**	**$ 1,079.5**
SURPLUS / (DEFICIT)	$ -	$ -

Total tax-supported budget of $1.079 billion compared to $1.055 billion in 2016, reflects an increase of 2.3% .

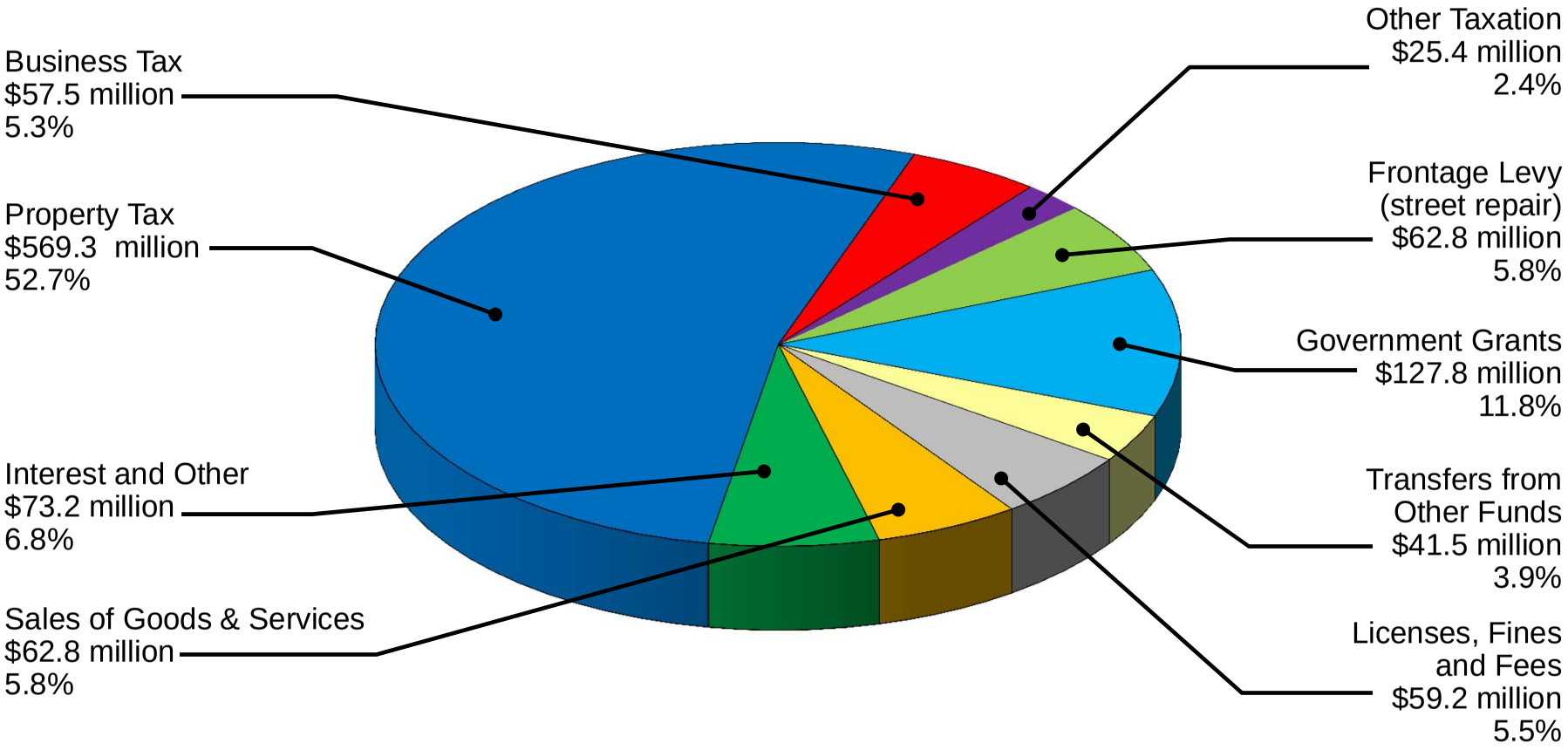
How is the Money Spent in the Operating Budget?



2017 Preliminary Operating Budget - $1,079.5 million

Tax Supported

Where Does the Money Come From in the Operating Budget?



2017 Preliminary Operating Budget - $1,079.5 million

Tax Supported

Utility Operations

In Millions of $	2016 Adopted Budget	2017 Preliminary Budget
TOTAL REVENUE	**$ 598.7**	**$ 620.7**
EXPENDITURES		
Sewage Disposal	$ 145.9	$ 157.0
Solid Waste Disposal	40.1	44.7
Waterworks	111.0	113.3
Transit	200.4	191.3
Municipal Accommodations	75.1	75.2
TOTAL EXPENDITURES	**$ 572.5**	**$ 581.5**
SURPLUS*	$ 26.2	$ 39.2

- Some utilities maintain a retained earnings/working capital balance

Capital Budget Overview

The City is challenged by aging infrastructure and the infrastructure deficit

The capital budget includes the following measures to address the infrastructure deficit:

- Strategic use of debt for inter-generational capital projects
- One-time financing sources:
  - Partnerships with other levels of government to fund priority projects
  - Prior years' tax-supported capital surplus identified in prior years' capital closing review ($8.6 million)
  - Surplus transfer from the Land Operating Reserve ($3.24 million in 2017)

HIGHLIGHTS

Strategic 2017 Tax-Supported Capital Investments

- **Active Transportation** - $5.7 million, an increase of $1.6 million compared to 2016 - includes $2.8 million for bicycle corridors, and $1 million for the Transcona Trail Walkway
  - Total Active Transportation 2017 investment of $13.5 million when the Active Transportation component of other capital projects is included ($8.6 million in 2016)
- **Parks Master Plan** – $300,000
- **Seven Oaks Indoor Pool** - $2.4 million (for a project total of almost $8 million)
- **Transcona Library** - $2.5 million (for a project total of $7.9 million)
- **Police North District Station** - $20 million



Concept Drawing of the New Transcona Library

HIGHLIGHTS

Strategic Tax-Supported Capital Investments

- **New Recreation Facility in South Winnipeg** - $4.1 million in 2017
- **New Spray Pads** - $1 million each for Freighthouse Recreation Centre and Old Ex/North Centennial Recreation & Leisure Facility in 2017
- **Tache Promenade** - $5.2 million

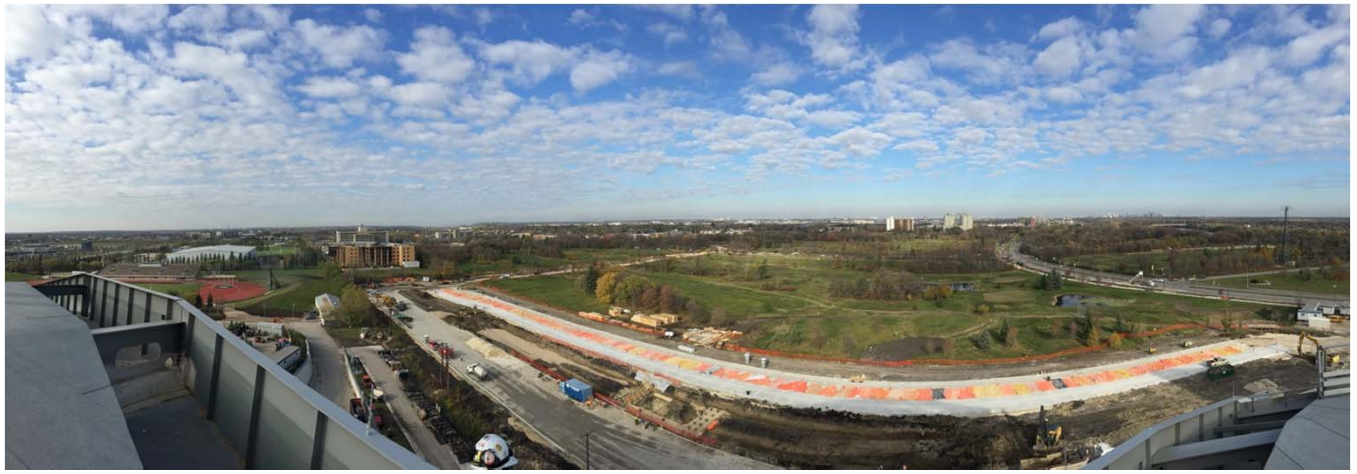


Splash Pad at the St. Vital Outdoor Pool

HIGHLIGHTS

Total Capital Budget

- 2017 Capital program - $432.9 million, an increase of $73.8 million compared to the capital forecast for 2017 of $359.1 million
- 2017 cash to capital $55.6 million compared to 2017 forecast of $78.8 million.



Overhead view of Southwest Rapid Transitway construction linking to Investors Group Field / University of Manitoba

HIGHLIGHTS

6-year Capital Investment Plan of $2.2 billion including:

- Regional and Local Street Renewal - $685.2 million
- Bridges and grade separations - $85.6 million



Replacement of Ness Bridge over Sturgeon Creek

HIGHLIGHTS



6-year Capital Investment Plan of $2.2 billion including:

- $100.9 million for public safety (police and fire paramedic services)
- $120.5 million for community services including libraries and recreation facilities
- $287.9 million for the transit system
- $192.2 million for the water system
- $399.2 million for the sewage disposal system
- $23.2 million for the solid waste disposal system

HIGHLIGHTS

6-year Capital Investment Plan of $2.2 billion including:

- $32.7 million for active transportation facilities (not including active transportation amounts in separate capital programs)
- $47.0 million for Parks and Open Spaces
- $36.1 million for land drainage and flood control
- $92.4 million for maintenance of community and municipal facilities including pools and arenas



New Bicycle Corridor on Sherbrook at Sargent

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

Debt Metrics		Maximum	As At December 31, 2015
Debt as a % of revenue			
	City	90.0%	56.7%
	Tax-supported and other funds	80.0%	54.8%
	Utilities and Other	220.0%	41.9%
Debt-servicing as a % of revenue			
	City	11.0%	5.3%
	Tax-supported and other funds	10.0%	5.4%
	Utilities and Other	20.0%	4.0%
Debt per capita			
	City	$2,800	$1,384
	Tax-supported and other funds	$1,500	$928
	Utilities and Other	$1,500	$343

Note: "City" includes "Tax-supported and other funds", "Utilities and Other" and consolidated entities. "Tax-supported and other funds" includes Municipal Accommodations and Fleet Management. "Utilities and Other" includes Transit System, Waterworks System, Sewage Disposal System and Solid Waste Disposal.

Debt Strategy - Credit Rating

Standard and Poor's – AA/Stable/since January 2003

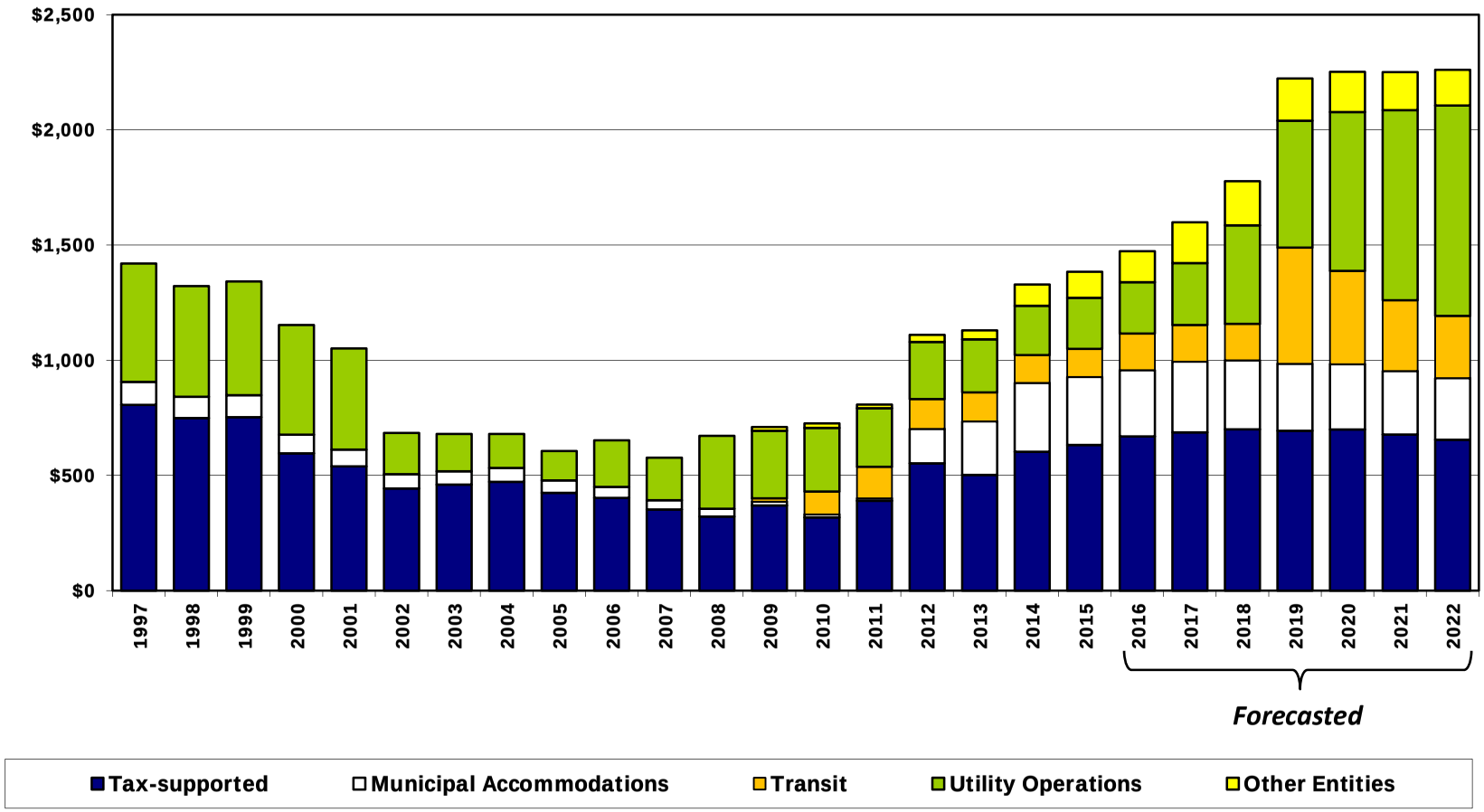
(Reaffirmed November 2016)

- Standard and Poor's recently affirmed Winnipeg's AA (Stable) credit rating based on:
  - A very strong economy
  - Strong financial management
  - Management team that is experienced and qualified to effectively enact fiscal policies, as well as effectively respond to external risks
  - Generally broad consensus to implement structural reforms

- **Moody's – Aa2 - stable**

- **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)

Net Debt per Capita Increasing to Address Infrastructure Needs



- Debenture debt and P3 obligations included
- Other Entities included in 2009 and subsequent years
- As at December 31st

Future Budget Challenges

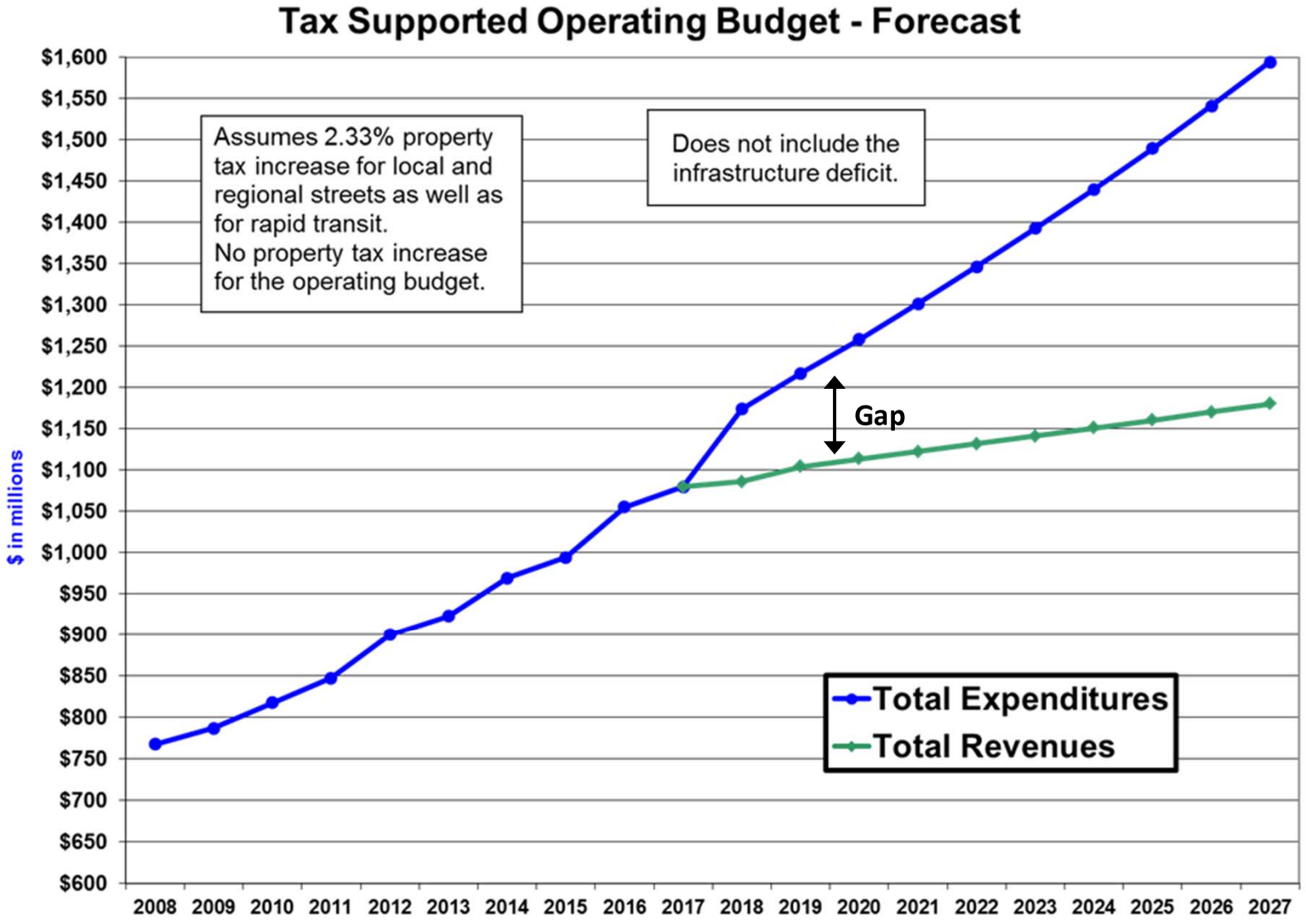
Tax Supported Operating Budget

In Millions of $	2017 Preliminary Budget	2018 Projection	2019 Projection
REVENUE			
Property Taxes	$ 569.3	$ 586.2	$ 600.7
Business Taxes	57.5	57.5	57.5
Other	452.7	441.1	444.7
TOTAL REVENUE	**$ 1,079.5**	**$ 1,084.8**	**$ 1,102.9**
EXPENDITURES			
Departmental	$ 1,020.3	$ 1,077.2	$ 1,097.7
Corporate	59.2	96.4	119.1
TOTAL EXPENDITURES	**$ 1,079.5**	**$ 1,173.6**	**$ 1,216.8**
SURPLUS / (DEFICIT)	$ -	$ (88.8)	$ (113.9)

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 was estimated at $3.5 billion in 2009, and is expected to increase to over $7 billion by 2018
- Monitoring Liquidity

Future Budget Challenges



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Budget Process

Performance Measurement

- Departments report and analyze performance measures to assess performance against previous years, other municipalities, targets, and citizen satisfaction.
- The results of this process as well as economic and demographic trends are published in budget Volume 1 Community Trends and Performance Report.

Public Consultation

- Budget Consultation allows citizens to provide feedback through various avenues including online and in-person options in the community.
- An annual citizen survey is also undertaken.

Budget 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.

Table Preliminary Budgets

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

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 and interest groups 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.

Council Approval

- Council debates, amends, and adopts the operating and capital budget forwarded 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 of a borrowing by-law to externally finance the capital program, if required. 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 to accommodate new 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. Any required 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.

2017 Preliminary Operating Budget - All Services

Tax Supported, Utilities and SOAs

Page #	Services (millions of $)	2017 Preliminary Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
3	Roadway Construction and Maintenance	69.202	111.622	(42.420)	231
7	Transportation Planning and Traffic Management	2.449	18.414	(15.965)	166
10	Roadway Snow Removal and Ice Control	0.186	33.815	(33.629)	138
13	*Public Transit*	191.284	191.284	-	1,586
	Public Transit - Subsidy	-	55.126	(55.126)	
16	City Beautification	0.095	17.167	(17.072)	124
19	*Fleet Management (SOA)*	47.010	47.377	(0.367)	136
21	*Parking Authority (SOA)*	16.947	19.163	(2.216)	53
	Infrastructure Renewal and Public Works	327.173	493.968	(166.795)	2,434
	Water and Waste, Riverbank Management and the Environment				
23	*Water*	128.502	113.305	15.197	398
26	*Wastewater*	181.250	156.963	24.287	420
29	Land Drainage and Flood Control	11.859	13.296	(1.437)	28
32	Solid Waste Collection	1.112	20.604	(19.492)	12
34	*Solid Waste Disposal*	16.940	12.744	4.196	39
37	*Recycling and Waste Diversion*	27.542	32.004	(4.462)	82
	Water and Waste, Riverbank Management and the Environment	367.205	348.916	18.289	979
	Property and Development, Heritage and Downtown Development				
41	City Planning	-	2.329	(2.329)	18
44	Neighbourhood Revitalization	1.076	9.171	(8.095)	24
47	Development Approvals, Building Permits and Inspections	28.816	20.018	8.798	214
50	Economic Development	-	2.062	(2.062)	5
52	Heritage Conservation	-	0.436	(0.436)	3
54	Property Asset Management	10.810	13.263	(2.453)	42
57	*Municipal Accommodations*	75.155	75.155	-	296
59	Cemeteries	1.695	2.724	(1.029)	25
	Property and Development, Heritage and Downtown Development	117.552	125.158	(7.606)	627
	Protection, Community Services and Parks / Winnipeg Police Board				
63	Police Response	22.015	237.169	(215.154)	1,558
66	Crime Prevention	4.317	46.690	(42.373)	299
69	Traffic Safety and Enforcement	20.771	17.996	2.775	90
72	Fire and Rescue Response	4.351	120.322	(115.971)	851
75	Fire and Injury Prevention	0.529	6.131	(5.602)	44
78	Medical Response	59.450	72.226	(12.776)	501
81	Disaster Preparedness and Response	-	0.587	(0.587)	5
83	Recreation	13.363	58.562	(45.199)	361
86	Parks and Urban Forestry	1.736	39.702	(37.966)	314
90	*Golf Services (SOA)*	3.707	2.973	0.734	24
	Golf Services - Subsidy	-	0.462	(0.462)	
93	Community Liveability	0.882	4.931	(4.049)	43
96	Libraries	2.972	32.068	(29.096)	285
99	Arts, Entertainment and Culture	-	21.260	(21.260)	6
102	Insect Control	2.707	10.272	(7.565)	68
104	*Animal Services (SOA)*	3.799	3.830	(0.031)	28
	Animal Control and Care - Subsidy	-	1.320	(1.320)	
	Protection, Community Services and Parks / Winnipeg Police Board	140.599	676.501	(535.902)	4,477
	Executive Policy Committee				
107	Organizational Support Services	0.899	43.677	(42.778)	377
110	Assessment, Taxation and Corporate	816.234	24.703	791.531	136
114	Contact Centre - 311	1.450	6.151	(4.701)	86
116	Council Services	0.531	15.232	(14.701)	78
	Executive Policy Committee	819.114	89.763	729.351	677
	Total City Services (unconsolidated)	**1,771.643**	**1,734.306**	**37.337**	**9,194**

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

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	2013	2014	2015
Roadway transferred from developers (lane-km)	71.28	53.2	62.6
Capital Addition of Regional Streets (lane-km)	17.5	27.8	5.22
Capital Reconstruction of Regional Streets (lane-km)	0	10.2	9.65
Capital Rehabilitation of Regional Streets (lane-km)	24	25.2	57.78
Capital Reconstruction of Local Streets (lane-km)	8.42	19.2	27.02
Capital Rehabilitation of Local Streets (lane-km)	67.28	85.66	84.77
Capital Addition of Surfaced Alleys (lane-km)	0.662	0.501	2.18
Capital Reconstruction of Alleys (lane-km)	8.36	3.16	4.02
New Pedestrian/Cycle Pathways (meters)	6,735	7,969	1,716
Major Bridge Rehabilitations	3 locations $19,045,654	2 locations $4,157,000	2 locations $2,570,000
Significant Bridge Maintenance Repair Works	27 locations $504,000	26 locations $775,500	27 locations $400,500
Slope Stabilization Works	1 location $1,500,000	nil	nil
Bridge Deck Sealing Program	23 locations $171,400	20 locations $146,300	16 locations $128,900
Overhead Sign Structure Maintenance	3 locations $76,500	5 locations $147,400	4 locations $130,000

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projected	2019 Projected
Service revenue	50.262	65.626	69.202		69.650	70.240
Provincial funding (service specific)	-	-	-		-	-
Revenues	**50.262**	**65.626**	**69.202**	**1**	**69.650**	**70.240**
Salaries and benefits	17.871	17.234	17.831		18.296	18.691
Services	12.999	13.447	19.024		19.392	19.671
Materials, parts, and supplies	7.853	10.658	8.879		8.913	8.936
Assets and purchases	0.156	0.033	0.035		0.035	0.035
Debt and finance charges	9.640	8.786	9.484		8.393	8.655
Grants, transfers and other	1.833	1.927	1.820		1.820	1.820
Recoveries	(13.466)	(14.158)	(12.183)		(12.230)	(12.266)
Operating Expenses	**36.886**	**37.928**	**44.890**		**44.618**	**45.543**
Transfer to Capital	20.273	12.478	12.492		22.998	10.846
Transfer to Capital - Frontage Levy	-	10.000	10.000		10.000	10.000
Transfer to Local Street Renewal Reserve	14.100	19.000	24.370		29.600	34.830
Transfer to Regional Street Renewal Reserve	9.600	14.500	19.870		25.100	30.330
Total Expenses	**80.858**	**93.906**	**111.622**	**2**	**132.317**	**131.549**
Mill Rate Support/(Contribution)	**30.597**	**28.279**	**42.419**		**62.667**	**61.308**
Full-time Equivalent Positions	**249**	**232**	**231**		**230**	**230**

Explanation of 2017 change from 2016

(in millions of $)

1 Revenues

Transfer of Street Cuts program budget from General Revenue Enterprises Fund	5.024
Increase in Street Cuts Permits revenue, offset by increase in Street Cuts program expenditures	0.523
Increase in frontage levy revenue due to frontage foot growth	0.463
Transfer of surplus from General Revenue Enterprises Fund	(2.400)
Miscellaneous adjustments	(0.034)
	3.576

Roadway Construction and Maintenance

2 Expenses

Transfer to Local Street Renewal Reserve	5.370
Transfer to Regional Street Renewal Reserve	5.370
Transfer of Street Cuts program expenditure budget from General Revenue Enterprises Fund	5.024
Increase in debt and finance charges	0.698
Increase in salaries and benefits	0.597
Increase in Street Cuts program expenditures, offset by increase in Street Cuts Permits revenue	0.523
Miscellaneous adjustments	0.134
	17.716

Full-time Equivalent Positions

Decrease due to refinement of service based view.

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Bridge Constr & Maint	Revenue	-	10.012	10.012	10.012	10.012
	Operating expenses	5.646	2.841	2.863	2.920	2.974
	Transfer to Capital	5.429	13.478	11.646	17.579	12.467
		11.076	6.307	4.497	10.487	5.430
Regl Streets Constr & Maint	Revenue	26.637	29.223	29.242	29.437	29.706
	Operating expenses	13.967	18.143	19.976	19.306	19.714
	Transfer to Capital	19.543	21.017	25.361	34.803	34.147
		6.872	9.936	16.094	24.672	24.155
Local Streets Constr & Maint	Revenue	21.841	24.388	25.881	26.080	26.341
	Operating expenses	14.715	15.126	18.060	18.317	18.704
	Transfer to Capital	17.801	19.435	27.559	32.423	37.389
		10.675	10.173	19.738	24.659	29.752
Regl Sidewalk Constr & Maint	Revenue	0.499	0.590	1.136	1.151	1.168
	Operating expenses	1.086	0.468	1.037	1.061	1.082
	Transfer to Capital	1.124	1.899	1.976	2.627	1.817
		1.711	1.777	1.877	2.537	1.731
Local Sidewalk Constr & Maint	Revenue	1.284	1.413	2.931	2.970	3.014
	Operating expenses	1.472	1.350	2.954	3.015	3.069
	Transfer to Capital	0.075	0.149	0.191	0.267	0.185
		0.263	0.086	0.214	0.311	0.241
Mill Rate Support/(Contribution)		**30.597**	**28.279**	**42.419**	**62.667**	**61.308**

Roadway Construction and Maintenance

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Federal Gas Tax Reserve	0.173	0.174	6.106	12.507	0.005
Local Street Renewal Reserve	1.236	0.386	-	-	-
Regional Street Renewal Res	0.616	0.430	0.001	0.001	0.001

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

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	137.733	734.160	871.893

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	2013	2014	2015
Lane Kilometres of Regional Streets	1,782*	1,810*	1,815
Lane Kilometres of Truck Routes	1,754*	1,768*	1,769.4*
Number of Signalized Intersections	638	649	651
Number of Accessible Pedestrian Signals	293	398	436
Number of Pedestrian Corridors	166	169	173
Kilometres of Active Transportation Facilities	394	396	406
Kilometres of Multi-use paths	197	197	199
Kilometres of Bike Lanes	35	37	45
Kilometres of Sharrows	37	37	37
Kilometres of Bike Boulevards	56	56	56
Transportation System Use Estimates			
Daily Vehicle-Kilometre of Travel	10,129,741	10,129,741	10,184,230

* 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 Canada Way. Lane Kilometres of Truck Routes increased in 2015 due to the opening of the St. Matthews Avenue extension.

Transportation Planning and Traffic Management

Contributing Departments

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

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.996	2.416	2.449		2.490	2.529
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.996**	**2.416**	**2.449**	**1**	**2.490**	**2.529**
Salaries and benefits	13.267	14.131	14.097		14.515	14.870
Services	2.850	2.963	2.957		3.105	3.172
Materials, parts and supplies	2.290	2.261	2.443		2.456	2.458
Assets and purchases	0.066	0.077	0.078		0.078	0.078
Debt and finance charges	0.631	0.017	0.017		0.016	0.016
Grants, transfers and other	1.032	1.064	1.106		1.126	1.126
Recoveries	(5.616)	(3.743)	(3.219)		(3.248)	(3.272)
Operating expenses	**14.521**	**16.770**	**17.479**		**18.048**	**18.448**
Transfer to Capital	5.803	5.102	0.935		2.096	1.443
Total Expenses	**20.324**	**21.872**	**18.414**	**2**	**20.144**	**19.892**
Mill Rate Support/(Contribution)	**18.329**	**19.456**	**15.965**		**17.654**	**17.363**
Full-time Equivalent Positions	**160**	**166**	**166**		**166**	**166**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.033
	0.033

2 Expenses

Transfer to Capital	(4.167)
Increased funding for Transportation Management Centre	0.820
Miscellaneous adjustments	(0.111)
	(3.458)

Transportation Planning and Traffic Management

Full-time Equivalent Positions

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Transportation Plan & Design	Revenue	0.060	0.058	0.060	0.061	0.062
	Operating expenses	1.720	1.302	1.338	1.389	1.427
	Transfer to Capital	5.504	4.801	0.935	1.936	1.332
		7.164	6.045	2.213	3.263	2.696
Traffic/Right of Way Mgt	Revenue	1.936	2.358	2.389	2.428	2.467
	Operating expenses	12.802	15.469	16.141	16.659	17.021
	Transfer to Capital	0.299	0.301	-	0.160	0.112
		11.165	13.412	13.752	14.391	14.666
Mill Rate Support/(Contribution)		**18.329**	**19.456**	**15.965**	**17.654**	**17.363**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	2.280	18.650	20.930

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	2013	2014	2015
Annual Snowfall (centimetres)	150	131	119
Days of Snowfall (3 cm or more)	15	57	11
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	7	7	5
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	3	4	2
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	6	7	4
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	3	5	2
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	3	3	2
Alleys (Department Budgets for 2 events)	6	7	4
Salt Applied (tonnes)	22,547	29,484	29,663
Sand Applied (tonnes)	105,000	97,200	62,986
Snow Removed/Hauled (cubic metres)	757,982	1,526,000	81,540
Sidewalks Plowed (kilometres)	42,632	31,607	15,349*

* The kilometres reported in 2015 and going forward are lower than previously reported due to an operational change in the measurement of accomplishment. Previously, kilometres of sidewalk plowed were reported in Lane Kilometres but are now reported in Linear Kilometres to better reflect the distance of travel and actual sidewalk cleared.

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.001	0.185	0.186		0.186	0.186
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.001**	**0.185**	**0.186**	**1**	**0.186**	**0.186**
Salaries and benefits	8.723	9.569	9.824		10.082	10.301
Services	22.960	18.171	18.152		18.518	18.740
Materials, parts, and supplies	4.584	4.555	4.575		4.606	4.621
Assets and purchases	0.029	0.012	0.015		0.015	0.015
Debt and finance charges	0.062	0.016	0.016		0.016	0.016
Grants, transfers and other	1.514	1.364	1.397		1.398	1.399
Recoveries	(0.481)	(0.164)	(0.164)		(0.164)	(0.165)
Operating expenses	**37.391**	**33.523**	**33.815**		**34.471**	**34.927**
Transfer to Capital	-	-	-		-	-
Total Expenses	**37.391**	**33.523**	**33.815**	**2**	**34.471**	**34.927**
Mill Rate Support/(Contribution)	**37.390**	**33.339**	**33.629**		**34.285**	**34.741**
Full-time Equivalent Positions	**125**	**137**	**138**		**138**	**138**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Increase in salaries and benefits	0.255
Miscellaneous adjustments	0.037
	0.292

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 $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Regl Streets Snow/Ice Removal	Revenue	-	0.069	0.069	0.069	0.069
	Operating expenses	14.368	12.375	12.476	12.738	12.914
	Transfer to Capital	-	-	-	-	-
		14.368	12.306	12.407	12.669	12.845
Local Streets Snow/Ice Removal	Revenue	-	0.079	0.079	0.079	0.079
	Operating expenses	18.640	15.455	15.580	15.861	16.061
	Transfer to Capital	-	-	-	-	-
		18.640	15.376	15.500	15.781	15.981
Sidewalk Snow/Ice Removal	Revenue	-	0.019	0.019	0.019	0.019
	Operating expenses	2.537	3.873	3.909	3.987	4.040
	Transfer to Capital	-	-	-	-	-
		2.537	3.855	3.890	3.967	4.021
Parks,Facility Snow,Ice Remove	Revenue	0.001	0.015	0.015	0.015	0.015
	Operating expenses	0.816	1.135	1.159	1.189	1.213
	Transfer to Capital	-	-	-	-	-
		0.814	1.120	1.144	1.174	1.198
Snow Disposal Sites	Revenue	-	0.003	0.003	0.003	0.003
	Operating expenses	1.031	0.686	0.692	0.695	0.698
	Transfer to Capital	-	-	-	-	-
		1.031	0.682	0.688	0.692	0.695
Mill Rate Support/(Contribution)		**37.390**	**33.339**	**33.629**	**34.285**	**34.741**

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	2013	2014	2015
Number of Buses in Fleet	570	579	626
Easy Access Buses: Number	536	546	605
Easy Access Buses: % of Fleet	94%	94%	97%
Bus Hours Operated	1,517,237	1,524,643	1,522,564
Bus Kilometres Operated	29,689,903	29,763,750	29,685,402
Passengers Carried: Annual	49,570,711*	49,882,812*	48,232,025
Passengers Carried: Average Weekday	174,047*	175,441*	169,758
Number of Routes	93	93	93
Number of Bus Stops	5,145	5,176	5,189

Handi-Transit

Description	2013	2014	2015
Active Registrants at Year End	7,486	7,471	7,288
% of Registrants Age 65+	73%	73%	73%
Passengers Carried: Annual	487,519	465,696	459,371
Passengers Carried: Average Weekday	1,623	1,524	1,465
Customer No Shows (Annual)	7,060	7,343	7,289
Trip Requests Unable to Provide	4,522	3,773	4,930
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	56%	55%	55%
Wheelchair - % of Passengers Carried	30%	30%	30%
Ambulant - % of Passengers Carried	70%	70%	70%

* Restated to reflect updated reporting methodology.

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	82.483	84.184	85.923		88.160	90.446
Provincial funding (service specific)	38.864	46.307	50.235		52.222	53.282
Revenues	**121.347**	**130.491**	**136.158**	**1**	**140.382**	**143.728**
Salaries and benefits	102.106	112.168	117.028		121.708	124.879
Services	17.300	19.633	19.811		20.427	20.876
Materials, parts, and supplies	30.766	31.097	33.682		34.896	35.724
Assets and purchases	0.180	0.729	0.718		0.673	0.779
Debt and finance charges	9.898	9.645	9.302		10.005	10.325
Grants, transfers and other	13.176	14.066	14.417		22.171	27.220
Recoveries	(4.871)	(4.101)	(5.660)		(5.471)	(5.668)
Operating Expenses	**168.556**	**183.237**	**189.298**		**204.408**	**214.136**
Transfer to Capital	-	17.173	1.986		3.073	8.098
Total Expenses	**168.556**	**200.410**	**191.284**	**2**	**207.481**	**222.234**
Mill Rate Support/(Contribution)	**47.209**	**69.919**	**55.126**		**67.099**	**78.506**
Full-time Equivalent Positions	**1,504**	**1,562**	**1,586**		**1,589**	**1,589**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in Provincial operating and support grants	3.928
Increase in goods and services revenue	1.418
Increase in interest revenue	0.322
Increase in miscellaneous revenue	(0.001)
	5.667

2 Expenses

Increase in salaries and benefits	4.860
Transfer to Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve	1.700
Increase in motive fuels	1.536
Increase in other expenses including an in-kind contribution of transit services for the 2017 Canada Summer Games	0.977
Increase in bus and auto parts	0.838
Increase in farebox maintenance contract fees	0.350
Increase in other materials, parts and supplies	0.211
Increase in provincial payroll tax	0.110
Transfer to Capital	(15.187)
Decrease in transfer to Transit Bus Replacement Reserve	(2.620)
Increase in recoveries	(1.558)
Decrease in debt servicing costs	(0.343)
	(9.126)

Public Transit

Full-time Equivalent Positions

Increase of 24 FTEs. 5 FTEs added to provide for a September implementation of transit service into new areas, 12 FTEs to reflect full year of U-Pass and plant and equipment staffing approved in 2016, 6 temporary FTEs to be funded by capital projects, and 1 new plant and equipment FTE.

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Regular Transit	Revenue	115.044	123.155	129.161	133.161	136.265
	Operating expenses	157.447	170.684	177.134	191.843	201.169
	Transfer to Capital	-	17.041	1.971	3.049	8.036
		42.403	64.570	49.944	61.731	72.940
Handi-Transit	Revenue	5.322	6.478	6.247	6.466	6.698
	Operating expenses	10.128	11.695	11.413	11.810	12.202
	Transfer to Capital	-	0.132	0.015	0.024	0.062
		4.806	5.349	5.182	5.368	5.566
Chartered Bus & Special Events	Revenue	0.980	0.857	0.750	0.755	0.765
	Operating expenses	0.980	0.857	0.750	0.755	0.765
	Transfer to Capital	-	-	-	-	-
		-	-	-	-	-
Mill Rate Support/(Contribution)		**47.209**	**69.919**	**55.126**	**67.099**	**78.506**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
SW Rapid Transit Corridor Res	4.729	3.065	2.701	2.702	2.703
SW Rpd Trwy - 2 & Peb Hwy Udrp	-	3.400	8.502	15.507	24.415
Transit Bus Replacemt Res	11.552	16.298	0.430	0.436	0.452

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(in millions of $)	81.536	206.406	287.942

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	2013	2014	2015
Number of litter containers in park sites	2,750*	2,750*	2,960
Number of street litter containers	1,566	1,591	1,588
Tonnes of boulevard abrasives removed (streets only)	24,045	22,000	24,250
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	28	22	28
Number of graffiti tags removed	8,637	15,510	17,531
Square metres of graffiti removed	43,152	41,586	44,314
Number of graffiti sites treated	3,842	6,971	7,347
Number of public art projects completed	5**	6**	4**
Number of flags	67*	67*	66

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

** Source: Winnipeg Arts Council

City Beautification

Contributing Departments

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

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.007	0.096	0.095		0.096	0.096
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.007**	**0.096**	**0.095**	**1**	**0.096**	**0.096**
Salaries and benefits	8.171	8.212	8.275		8.504	8.698
Services	5.886	6.296	6.318		6.441	6.523
Materials, parts, and supplies	1.221	1.090	1.116		1.132	1.140
Assets and purchases	0.033	0.037	0.038		0.038	0.038
Debt and finance charges	0.022	0.024	0.024		0.023	0.023
Grants, transfers and other	1.543	1.673	1.710		1.718	1.718
Recoveries	(0.556)	(0.395)	(0.395)		(0.396)	(0.397)
Operating expenses	**16.320**	**16.936**	**17.086**		**17.460**	**17.742**
Transfer to Capital	0.269	0.135	0.082		0.116	0.072
Total Expenses	**16.589**	**17.071**	**17.167**	**2**	**17.576**	**17.814**
Mill Rate Support/(Contribution)	**16.582**	**16.974**	**17.072**		**17.481**	**17.718**
Full-time Equivalent Positions	**129**	**123**	**124**		**124**	**124**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.001)
	(0.001)

2 Expenses

Increase in salaries and benefits	0.063
Transfer to Capital	(0.053)
Miscellaneous adjustments	0.086
	0.096

Full-time Equivalent Positions

Increase due to refinement of service based view.

City Beautification

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Litter Collection	Revenue	-	0.022	0.022	0.022	0.022
	Operating expenses	3.692	3.929	3.996	4.094	4.171
	Transfer to Capital	-	-	-	-	-
		3.692	3.907	3.974	4.072	4.149
Public Gardens/Landscaping	Revenue	0.007	0.029	0.028	0.028	0.028
	Operating expenses	3.811	4.098	4.117	4.222	4.307
	Transfer to Capital	0.245	0.121	0.068	0.097	0.060
		4.049	4.190	4.156	4.291	4.338
OrnLight/Flags,Banners/PubArt	Revenue	-	0.004	0.004	0.004	0.004
	Operating expenses	0.720	0.789	0.793	0.809	0.824
	Transfer to Capital	0.024	0.014	0.014	0.019	0.012
		0.744	0.799	0.802	0.825	0.832
Graffiti Control	Revenue	-	0.006	0.006	0.006	0.006
	Operating expenses	1.269	1.502	1.497	1.532	1.552
	Transfer to Capital	-	-	-	-	-
		1.269	1.496	1.491	1.527	1.547
Regional Street Cleaning	Revenue	-	0.019	0.019	0.019	0.019
	Operating expenses	3.377	3.355	3.402	3.473	3.522
	Transfer to Capital	-	-	-	-	-
		3.377	3.336	3.383	3.454	3.503
Local Street Cleaning	Revenue	-	0.016	0.016	0.016	0.016
	Operating expenses	3.452	3.263	3.281	3.329	3.366
	Transfer to Capital	-	-	-	-	-
		3.452	3.247	3.265	3.313	3.350
Mill Rate Support/(Contribution)		**16.582**	**16.974**	**17.072**	**17.481**	**17.718**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	5.677	4.000	9.677

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 procurement
2. Insurance, licensing and registration
3. Manufacturing and fabrication
4. Vehicle and equipment leases, seasonal and short-term rentals
5. Surplus sales and disposal
6. Fuel
7. 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, testing, and offering environmentally friendly vehicles and equipment, recommendations and alternative fuels.

Service Level Statistics

Description	2013	2014	2015
Number of vehicle and equipment units managed	2,224	2,317	2,269
Number of vehicle and equipment bid opportunities completed	55	46	62
Number of vehicle and equipment units acquired	236	175	180
Number of insurance and license registrations completed	1,805	1,893	1,889
Number of service repairs, by work order lines completed	29,298	34,687	36,409
Number of service labour hours completed	66,035	57,336	72,897
Number of parts transactions	34,511	39,661	39,991
Number of fuel fill-up transactions and odometer readings verified	116,205	118,899	119,988
Litres of unleaded gasoline, clear diesel, and marked diesel provided*	8,133,861	8,293,750	7,981,212
Number of vehicle and equipment motor pool rental days provided	89,703	84,619	88,850
Number of vehicle and equipment units disposed	26	81	228

* Fleet has found variations in the amount of fuel dispensed in a calendar year is directly related to the severity of the winter climate. The winter months for 2015 (January-March, October to December) were fairly mild with less annual snow fall and thus less equipment used to clear snow and less idle for warmth.

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	44.825	50.377	46.843		50.287	52.559
Provincial funding (service specific)	0.159	0.166	0.167		0.170	0.173
Revenues	**44.985**	**50.544**	**47.010**	**1**	**50.457**	**52.733**
Salaries and benefits	9.333	11.425	11.461		11.757	12.015
Services	8.568	7.776	8.275		7.721	7.876
Materials, parts, and supplies	9.653	12.254	10.076		10.258	10.407
Assets and purchases	0.164	0.351	0.362		0.225	0.228
Debt and finance charges	15.178	16.185	15.897		16.865	17.911
Grants, transfers and other	1.500	2.783	1.306		1.313	1.319
Recoveries	(0.142)	-	-		-	-
Expenses	**44.254**	**50.776**	**47.377**	**2**	**48.139**	**49.756**
Surplus/(Deficit)	**0.731**	**(0.232)**	**(0.367)**		**2.318**	**2.976**
Full-time Equivalent Positions	**117**	**136**	**136**		**136**	**136**

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

The 2016 budgeted dividend to the General Revenue Fund was $1.492 million. The 2017 budgeted dividend is $91,679.

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in gain on sale of capital assets	0.100
Decrease in fuel sales	(2.842)
Decrease in services and parts revenue	(0.527)
Decrease in fleet leases	(0.160)
Decrease in rental income	(0.105)
	(3.534)

2 Expenses

Increase in services	0.498
Increase in parts	0.269
Increase in supplies	0.157
Decrease in fuel	(2.583)
Decrease in transfers to General Revenue Fund	(1.400)
Decrease in interest	(0.275)
Miscellaneous adjustments	(0.065)
	(3.399)

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	2013	2014	2015
Number of Pay Stations on Street*	637	631	624
Number of Pay Stations in City Lots	10	12	12
Number of Parking and Non-Moving Violations Issued	142,697	152,181	158,946
Number of High Demand On-Street Spaces	1,305	1,298	1,318
Number of Low Demand On-Street Spaces	2,507	2,507	2,498

* Long term construction projects can impact the number of on-street paystations and spaces per zone on a year over year basis. High demand zone numbers include paystations located on-street in vicinity of St. Boniface Hospital and Health Sciences Centre.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	17.017	16.784	16.902		17.095	17.292
Provincial funding (service specific)	0.048	0.030	0.045		0.045	0.045
Revenues	**17.064**	**16.814**	**16.947**	**1**	**17.140**	**17.337**
Salaries and benefits	3.174	4.048	3.859		4.023	4.158
Services	6.608	7.569	7.757		7.735	8.170
Materials, parts, and supplies	0.822	1.634	1.692		1.785	1.758
Assets and purchases	0.053	0.079	0.065		0.065	0.065
Debt and finance charges	5.161	2.475	2.215		2.127	3.219
Grants, transfers and other	4.309	1.265	3.577		1.138	1.142
Recoveries	(0.027)	(0.003)	(0.003)		(0.003)	(0.003)
Expenses	**20.099**	**17.068**	**19.163**	**2**	**16.869**	**18.509**
Surplus/(Deficit)	**(3.034)**	**(0.254)**	**(2.215)**		**0.272**	**(1.172)**
Full-time Equivalent Positions	**44**	**59**	**53**		**53**	**53**

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 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in surface lot parking revenue	0.391
Increase in meter revenue	0.157
Decrease in Millennium Library Parkade revenue	(0.211)
Decrease in enforcement revenue	(0.218)
Miscellaneous adjustments	0.014
	0.133

2 Expenses

Estimated expenditures related to the demolition of the Civic Parkade, subject to Council consideration and approval through a separate report	1.834
Increase due to transfer to General Revenue Fund (dividend)	0.500
Increase in services	0.188
Increase in materials, parts and supplies	0.058
Decrease in debt and finance charges	(0.260)
Decrease in salary and benefits	(0.189)
Miscellaneous adjustments	(0.036)
	2.095

Full-time Equivalent Positions

Decrease due to reduction of 3 parking lot attendants and reduction of 2 temporary Collections branch staff as a result of internal process efficiencies and 1 FTE due to the refinement of service based view.

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	2013	2014	2015
Number of residential accounts	189,216	191,092	193,090
Number of commercial and industrial accounts	10,410	10,473	10,517
Number of complaints - taste and odour *	215	155	142
Average daily volume of water pumped (ML/D)	204	211	195
Average volume of water pumped daily per capita (litres)	285	297	271
Kilometres of distribution water mains	2,585	2,592	2,614
Kilometres of feeder mains	150	150	152
Kilometres of water mains cleaned	344	647	1,104
Number of water main breaks	695	777	317
Number of hydrants	21,335	21,692	21,919
Number of water quality tests conducted **	56,967	65,454	71,537
Average monthly residential water bill***	$25.23	$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	44,045	48,927	45,773

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

** 2014 restated to correct a reporting error.

*** 2013 and 2014 restated to correct a reporting error.

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	103.789	112.925	127.630		132.382	135.549
Provincial funding (service specific)	0.797	0.887	0.872		0.883	0.912
Revenues	**104.586**	**113.812**	**128.502**	**1**	**133.265**	**136.461**
Salaries and benefits	29.092	32.293	31.459		32.336	33.208
Services	19.857	20.746	20.989		21.435	21.572
Materials, parts, and supplies	13.983	15.134	15.365		15.542	15.769
Assets and purchases	0.882	1.102	1.005		0.980	0.940
Debt and finance charges*	9.478	12.993	13.127		13.318	13.518
Grants, transfers and other	35.591	36.503	38.339		40.049	42.058
Recoveries	(5.699)	(7.807)	(6.979)		(7.113)	(7.302)
Expenses	**103.184**	**110.964**	**113.305**	**2**	**116.548**	**119.762**
Surplus/(Deficit)	**1.401**	**2.848**	**15.197**		**16.717**	**16.699**
Full-time Equivalent Positions	**378**	**414**	**398**		**398**	**397**

*** 2015 Actual does not include principal payments on debt.**

The Water Utility maintains a retained earnings/working capital balance to fund capital projects on a pay as you go basis and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue. The 2017 proposed dividend is $14.943 million.

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in water sales revenue	14.478
Miscellaneous adjustments	0.212
	14.690

2 Expenses

Increase in water utility dividend transfer to general revenue fund based on sales revenue including annualization of the 2016 rate report impact	1.737
Decrease in recoveries	0.828
Increase in building maintenance	0.200
Increase in debt and finance charges	0.134
Increase in property tax	0.112
Decrease in salaries and benefits	(0.834)
Miscellaneous adjustments	0.164
	2.341

Full-time Equivalent Positions

Decrease due to departmental efficiencies and refinement of the service based allocations.

Water

Service Detail Sub-Services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Water Supply & Treatment	Revenue	52.214	56.835	64.179	66.561	68.159
	Expense	50.213	54.589	55.959	57.580	59.160
		2.001	2.245	8.220	8.981	8.999
Water Distribution	Revenue	52.371	56.977	64.323	66.704	68.302
	Expense	52.971	56.374	57.346	58.968	60.602
		(0.600)	0.603	6.977	7.737	7.700
Surplus/(Deficit)		**1.401**	**2.848**	**15.197**	**16.717**	**16.699**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Watermain Renewal Reserve	5.161	5.662	6.212	4.763	3.814

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(in millions of $)	49.383	142.859	192.242

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	2013	2014	2015
Number of billed sewer accounts	199,498	201,439	203,491
Number of complaints - raw sewer backup*	1,017	1,313	854
Number of complaints - clean sewer backup*	772	1,099	717
Volume of wastewater processed (ML/D)	245	279	256
Kilometres of collection system pipeline**	2,579	2,583	2,608
Number of pumping stations	74	74	74
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	104	152	148
Number of industrial waste tests conducted	40,938	50,403	70,158
Number of treatment plant tests conducted	110,796	117,540	125,838
Number of maintenance holes	46,266	46,524	47,054
Average monthly residential sewer bill***	$34.31	$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.

*** 2013 and 2014 values restated to correct a reporting error.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	159.863	165.182	180.864		198.453	214.594
Provincial funding (service specific)	0.748	0.885	0.385		0.397	0.415
Revenues	**160.612**	**166.067**	**181.250**	**1**	**198.850**	**215.009**
Salaries and benefits	29.247	31.573	34.202		35.584	36.758
Services	24.247	29.157	28.448		29.104	30.108
Materials, parts, and supplies	10.838	10.975	11.504		12.199	12.989
Assets and purchases	0.104	0.066	0.073		0.071	0.068
Debt and finance charges*	0.004	0.010	1.295		7.269	14.306
Grants, transfers and other	79.111	76.270	83.356		88.562	99.554
Recoveries	(2.133)	(2.112)	(1.914)		(1.918)	(1.921)
Expenses	**141.418**	**145.939**	**156.963**	**2**	**170.870**	**191.863**
Surplus/(Deficit)	**19.194**	**20.128**	**24.287**		**27.980**	**23.146**
Full-time Equivalent Positions	**389**	**410**	**420**		**423**	**424**

*** 2015 Actual does not include principal payments on debt.**

The Wastewater Utility maintains a retained earnings/working capital balance to fund a portion of its capital program on a pay as you go basis and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue. The 2017 proposed dividend is $20.652 million.

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in sewer services revenue	15.725
Decrease in provincial subsidy for basement flooding protection program	(0.500)
Miscellaneous adjustments	(0.042)
	15.183

2 Expenses

Increase in transfer to sewer system rehabilitation reserve	3.000
Increase in salaries and benefits	2.629
Increase in sewer utility dividend transfer to general revenue fund based on sales revenue including annualization of the 2016 rate report impact	1.889
Increase in debt and finance charges	1.285
Increase in transfer to land drainage and flood control	1.217
Increase in property taxes	0.797
Increase in biosolids composting	0.780
Decrease in basement flooding protection program	(1.000)
Miscellaneous adjustments	0.427
	11.024

Wastewater

Full-time Equivalent Positions

Increase due to north end and south end sewage treatment plant upgrades and expansion.

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Wastewater Collection	Revenue	75.645	79.574	87.014	95.715	103.744
	Expense	62.405	63.406	67.970	74.533	84.298
		13.239	16.168	19.045	21.182	19.446
Wastewater Treatment	Revenue	84.967	86.493	94.235	103.136	111.265
	Expense	79.013	82.533	88.993	96.337	107.565
		5.954	3.960	5.242	6.798	3.700
Surplus/(Deficit)		**19.194**	**20.128**	**24.287**	**27.980**	**23.146**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Environmental Projects Reserve	83.215	94.018	61.929	54.243	52.062
Sewer System Rehab Reserve	19.418	11.452	1.739	0.403	0.204

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	57.836	341.380	399.216

Land Drainage and Flood Control

Includes:

- *Flood Control*
- *Land Drainage*
- *Waterways Management*

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	2013	2014	2015
Number of stormwater retention basins (SRB)	71	82	86
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	11
Kilometres of land drainage sewer mains	1,173	1,178	1,183
Kilometres of storm relief sewer mains	187	187	187
Peak river elevations (>8.5 feet) - spring	18.8	19.1	14.2
Peak river elevations (>8.5 feet) - summer	16.5	17.6	11.5

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

Land Drainage and Flood Control

Contributing Departments

Water and Waste	88 %
Planning, Property and Development	8 %
Public Works	4 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	11.543	10.472	11.859		10.811	10.795
Provincial funding (service specific)	-	-	-		-	-
Revenues	**11.543**	**10.472**	**11.859**	**1**	**10.811**	**10.795**
Salaries and Benefits	2.279	1.879	2.358		2.389	2.413
Services	2.549	2.584	2.460		2.463	2.466
Materials, parts and supplies	0.688	0.728	0.768		0.763	0.763
Assets and purchases	-	0.030	0.003		0.003	0.004
Debt and finance charges	1.600	1.005	1.054		0.683	0.661
Grants, transfers and other	0.003	0.001	0.066		0.067	0.067
Recoveries	(0.381)	-	-		-	-
Operating expenses	**6.738**	**6.228**	**6.709**		**6.367**	**6.374**
Transfer to Capital	7.445	5.125	6.586		6.139	5.966
Total Expenses	**14.183**	**11.353**	**13.296**	**2**	**12.506**	**12.340**
Mill Rate Support/(Contribution)	**2.639**	**0.881**	**1.436**		**1.696**	**1.544**
Full-time Equivalent Positions	**28**	**25**	**28**		**28**	**28**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in transfer from sewage disposal fund	1.217
Waterways management revenue (transferred from the General Revenue Enterprises Fund)	0.170
	1.387

2 Expenses

Increase in land drainage and flood control transfer to capital	0.849
Waterways management transfer to capital (transferred from the General Revenue Enterprises Fund)	0.612
Waterways management costs (transferred from the General Revenue Enterprises Fund)	0.438
Miscellaneous adjustments	0.044
	1.943

Full-time Equivalent Positions

Increase primarily due to inclusion of waterways management service transferred from the General Revenue Enterprises Fund.

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Flood Control	Revenue	-	-	-	-	-
	Operating expenses	2.346	2.067	2.177	2.024	2.025
	Transfer to Capital	2.472	1.903	2.406	2.107	2.103
		4.819	3.969	4.582	4.131	4.127
Land Drainage	Revenue	11.543	10.471	11.688	10.637	10.618
	Operating expenses	4.392	4.161	4.095	3.894	3.889
	Transfer to Capital	4.972	3.222	3.568	3.329	3.158
		(2.179)	(3.088)	(4.025)	(3.413)	(3.570)
Waterways Management	Revenue	-	-	0.170	0.174	0.177
	Operating expenses	-	-	0.438	0.449	0.459
	Transfer to Capital	-	-	0.612	0.703	0.705
		-	-	0.879	0.978	0.987
Mill Rate Support/(Contribution)		**2.639**	**0.881**	**1.436**	**1.696**	**1.544**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	11.349	37.174	48.523

Solid Waste Collection

Description

The Solid Waste collection services include weekly collection of garbage from single-family and multi-family homes. Other miscellaneous services are offered on a fee for service basis and include collection of surplus waste, large items, and appliances as well as garbage collection from small commercial entities and the collection of dead animals from public right-of-ways.

Garbage collection services are provided by contractors and currently the City manages seven different contracts for this service.

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	2013	2014	2015
Number of dwelling units served	286,600	289,137	292,127
Number of small commercial collection customers	579	606	673
Weight of residential garbage collected (tonnes)	173,897	176,011	177,845
Weight of garbage generated per capita (kilograms)	249	248	248
Number of large item pick ups per year	13,295	13,339	13,561

Solid Waste Collection

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of dollars)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.227	1.081	1.112		1.122	1.127
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.227**	**1.081**	**1.112**	**1**	**1.122**	**1.127**
Salaries and benefits	0.932	1.013	0.907		0.921	0.909
Services	16.181	18.626	19.383		22.061	22.754
Materials, parts, and supplies	0.035	0.049	0.049		0.049	0.049
Assets and purchases	0.210	0.169	0.209		0.209	0.209
Debt and finance charges	0.006	0.008	0.008		0.008	0.008
Grants, transfers and other	0.062	0.062	0.065		0.065	0.065
Recoveries	(0.001)	-	(0.017)		(0.017)	-
Operating Expenses	**17.426**	**19.928**	**20.604**		**23.296**	**23.994**
Transfer to Capital	-	-	-		-	-
Total Expenses	**17.426**	**19.928**	**20.604**	**2**	**23.296**	**23.994**
Mill Rate Support/(Contribution)	**16.199**	**18.847**	**19.492**		**22.174**	**22.867**
Full-time Equivalent Positions	**13**	**12**	**12**		**12**	**11**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.031
	0.031

2 Expenses

Increase in collection contracts	0.672
Miscellaneous adjustments	0.004
	0.676

Solid Waste Disposal

Description

Solid Waste Disposal services include the operation and maintenance of the City's active and closed landfills.

The Brady Road Resource Management Facility is the site of the only active landfill the City of Winnipeg operates and it receives all of the City's residential garbage and some commercial waste as well. A landfill gas system collects and flares landfill gas, which diverts equivalent tonnes of carbon dioxide every year. Additionally this area is responsible for the maintenance and environmental monitoring of the thirty-three closed landfill sites 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	2013	2014	2015
Number of tonnes disposed	394,924	392,996	395,828
Total number of small load vehicles*	93,506	91,968	93,220
Total number of commercial and contractor vehicles	67,485	65,691	61,890
Number of commercial landfill accounts	851	906	1,084
Kilolitres of leachate hauled and treated	54,136	60,812	72,475
Tonnes of landfill gas (CO2) captured**	50,945	109,470	110,314

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

** 2013 was a partial year.

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	24.724	15.169	14.953		15.306	15.674
Provincial funding (service specific)	5.321	2.084	1.987		2.064	2.090
Revenues	**30.045**	**17.253**	**16.940**	**1**	**17.370**	**17.764**
Salaries and benefits	3.570	3.136	3.247		3.383	3.482
Services	5.939	7.955	7.501		7.875	7.990
Materials, parts, and supplies	0.600	0.561	0.605		0.609	0.617
Assets and purchases	0.001	0.095	0.095		0.095	0.095
Debt and finance charges	0.719	0.335	0.396		0.398	0.400
Grants, transfers and other	1.653	0.833	0.905		0.925	0.935
Recoveries	(0.078)	(0.005)	(0.005)		(0.005)	(0.005)
Expenses	**12.404**	**12.909**	**12.744**	**2**	**13.281**	**13.513**
Surplus/(Deficit)	**17.641**	**4.344**	**4.197**		**4.089**	**4.251**
Full-time Equivalent Positions	**48**	**41**	**39**		**39**	**39**

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 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in service revenue including reallocation to Recycling and Waste Diversion Service	(1.116)
Increase in tipping fee revenue	0.901
Miscellaneous adjustments	(0.098)
	(0.313)

2 Expenses

Decrease in fleet and equipment	(0.291)
Miscellaneous adjustments	0.126
	(0.165)

Full-time Equivalent Positions

Decrease due to a refinement of service-based view.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Brady Landfill Rehab Reserve	5.646	6.148	6.673	7.200	7.730

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	4.581	11.074	15.655

Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

Description

Recycling services provided to residents include the weekly collection for single-family and some multi-family homes and sorting of the recyclables at the material recovery facility. Bales of commodities collected are sold and shipped at market prices. Public recycling drop-off depots are also located throughout the City.

Waste diversion services include bi-weekly seasonal yard waste collection and the operation of a nine hectare composting pad located at the Brady Road Resource Management Facility. This Facility also houses the first 4R Winnipeg Depot which provides residents a one-stop location for recycling materials, divertible materials and the safe disposal of hazardous waste including paints, oil and electronics. Other 4R Winnipeg locations will be constructed and opened throughout the City over the next few years.

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

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	2013	2014	2015
Number of dwelling units served	286,600	289,137	292,127
Weight of residential recycling material collected (tonnes)	53,657	54,464	55,697
Average weight of residential recycling per household (kg)	187	188	191
Total compostable yard waste (tonnes)	23,223	29,754	32,947
Total Christmas trees chipped (Chip-In program) (tonnes)	66	48	54

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	10.892	22.788	24.334		25.344	26.172
Provincial funding (service specific)	0.417	3.295	3.208		3.240	3.258
Revenues	**11.309**	**26.083**	**27.542**	**1**	**28.584**	**29.430**
Salaries and benefits	2.049	4.137	5.603		6.329	6.412
Services	18.007	20.735	23.914		29.770	31.183
Materials, parts, and supplies	0.113	0.393	0.472		0.578	0.624
Assets and purchases	0.251	0.168	0.268		0.268	0.268
Debt and finance charges	-	2.377	2.774		2.773	2.771
Grants, transfers and other	0.061	0.103	0.098		0.098	0.098
Recoveries	(0.353)	(0.692)	(1.125)		(1.340)	(1.340)
Expenses	**20.127**	**27.222**	**32.004**	**2**	**38.475**	**40.016**
Surplus/(Deficit)	**(8.818)**	**(1.139)**	**(4.462)**		**(9.891)**	**(10.585)**
Full-time Equivalent Positions	**36**	**66**	**82**		**91**	**89**

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 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in funding from Multi-Material Stewardship Manitoba	1.783
Increase in service revenue including reallocation from Solid Waste Disposal Service	1.318
Decrease in sale of recyclables	(1.161)
Decrease in small load tipping fee revenue	(0.522)
Miscellaneous adjustments	0.041
	1.459

2 Expenses

Increase in salaries and benefits	1.466
Increase in recycling collection	1.341
Increase in collection and composting costs for leaf and yard waste	0.667
Increase in fleet and equipment	0.412
Increase in debt and financing	0.397
Increase in recycling processing	0.289
Increase in hauling	0.190
Miscellaneous adjustments	0.020
	4.782

Full-time Equivalent Positions

Increase due to an additional 4R Winnipeg Depot location opening and refinement of service-based view.

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Recycling	Revenue	11.309	17.184	18.998	19.818	20.425
	Operating expenses	19.717	19.673	21.939	27.104	28.179
	Transfer to Capital	-	-	-	-	-
		(8.408)	(2.490)	(2.941)	(7.286)	(7.754)
Waste Diversion	Revenue	-	8.899	8.545	8.766	9.006
	Operating expenses	0.410	7.549	10.066	11.371	11.836
	Transfer to Capital	-	-	-	-	-
		(0.410)	1.351	(1.521)	(2.605)	(2.831)
Surplus/(Deficit)		**(8.818)**	**(1.139)**	**(4.462)**	**(9.891)**	**(10.585)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Waste Diversion Reserve	2.369	1.993	1.587	1.292	1.296

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	3.553	3.949	7.502

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	2013	2014	2015
No. of Development Servicing Agreements Administered	17	53	61
No. of Urban Design Applications Reviewed	82	89	100
No. of Zoning Agreements Processed	46	83	41
No. of Survey Information Requests (for construction work)	2,307	2,216	2,178
No. of Surveys Performed (Contract / In-house)	45 / 95	32 / 70	37/112
No. of Survey Monuments Restored	88	32	42
No. of Street Closings / Openings	29	15	16
Number of new *greenfield dwelling units	1,900	2,096	2,367
Number of new **infill dwelling units	1,184	2,149	1,299
No. of new dwelling units within 400 meters of a regional mixed-use corridor	476	872	372

* 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 $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.004	0.003	-		-	-
Provincial funding (service specific)	0.011	-	-		-	-
Revenues	**0.015**	**0.003**	**-**	**1**	**-**	**-**
Salaries and benefits	1.277	1.547	1.709		1.774	1.830
Services	0.088	0.217	0.441		0.441	0.191
Materials, parts, and supplies	0.004	0.003	0.003		0.003	0.003
Assets and purchases	0.005	0.004	0.004		0.004	0.004
Debt and finance charges	0.014	0.012	0.012		0.011	0.011
Grants, transfers and other	0.033	0.043	0.043		0.043	0.043
Recoveries	(0.027)	(0.072)	(0.087)		(0.090)	(0.093)
Operating expenses	**1.393**	**1.755**	**2.125**		**2.186**	**1.990**
Transfer to Capital	0.171	0.221	0.204		0.299	0.187
Total Expenses	**1.565**	**1.976**	**2.329**	**2**	**2.486**	**2.176**
Mill Rate Support/(Contribution)	**1.550**	**1.973**	**2.329**		**2.485**	**2.176**
Full-time Equivalent Positions	**14**	**17**	**18**		**18**	**18**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.003)
	(0.003)

2 Expenses

Increase in service costs for review of OurWinnipeg	0.250
Increase in salaries and benefits	0.162
Miscellaneous adjustments	(0.059)
	0.353

Full-time Equivalent Positions

Increase of approximately 1 FTE due to transfer from Neighbourhood Revitalization Service and refinement of the service based view.

City Planning

Service Detail Sub-service (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Area Dev & Renewal Planning	Revenue	0.006	0.002	-	-	-
	Operating expenses	1.074	1.230	1.322	1.370	1.411
	Transfer to Capital	0.098	0.076	0.068	0.101	0.064
		1.166	1.304	1.390	1.471	1.474
City-wide Long Range Planning	Revenue	0.009	0.002	-	-	-
	Operating expenses	0.320	0.525	0.803	0.817	0.579
	Transfer to Capital	0.073	0.146	0.136	0.198	0.123
		0.384	0.669	0.939	1.015	0.702
Mill Rate Support/(Contribution)		**1.550**	**1.973**	**2.329**	**2.485**	**2.176**

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:
- Indigenous 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 Indigenous 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	2013	2014	2015
Targeted Development Grant Programs - # of units created	399	200	180
Housing Reserve - $ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	788,230	1,021,578	1,083,000
Homelessness Partnering Strategy - Funds invested to address homelessness*	1,261,186	11,340,578	4,938,885
Building Communities Funding ($ 000's) / Projects completed	$3,900/21	$4,205/34	$3,353/29
Number of Park Projects (New / Completed)	60/57	37/32	49/57
Number of Neighbourhood Development Projects (participated in) **	71	57	16***
Number of Community Networks (participated in) **	112	45	54
Number of Community Consultations Facilitated **	28	16	12
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	22	22	20
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	24	30	31

* 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.

*** In 2015, community development resources focused on broader city-wide initiatives such as the City of Winnipeg Sport Policy, physical literacy, Emergency Social Services, crime prevention, newcomers, etc., versus neighbourhood-based development projects.

Neighbourhood Revitalization

Contributing Departments

Community Services 48 %
Corporate Accounts 26 %
Planning, Prop. & Devl. 26 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.225	0.893	0.826		0.841	0.402
Provincial funding (service specific)	0.012	0.250	0.250		0.250	0.250
Revenues	**1.237**	**1.143**	**1.076**	**1**	**1.091**	**0.652**
Salaries and benefits	2.506	2.389	2.054		2.126	1.833
Services	0.283	0.224	0.915		0.915	0.855
Materials, parts, and supplies	0.026	0.016	0.014		0.015	0.012
Assets and purchases	0.021	0.007	0.007		0.008	0.006
Debt and finance charges	0.735	0.572	0.476		0.396	0.409
Grants, tranfers and other	3.929	4.269	4.099		3.569	3.545
Recoveries	(0.322)	(0.259)	(0.228)		(0.236)	(0.244)
Operating expenses	**7.178**	**7.218**	**7.337**		**6.793**	**6.416**
Transfer to Capital	1.950	1.811	1.834		1.930	2.047
Total Expenses	**9.128**	**9.028**	**9.171**	**2**	**8.723**	**8.463**
Mill Rate Support/(Contribution)	**7.891**	**7.885**	**8.095**		**7.632**	**7.811**
Full-time Equivalent Positions	**31**	**28**	**24**		**24**	**20**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in transfer from Housing Rehabilitation Investment Reserve Fund	(0.065)
Miscellaneous adjustments	(0.002)
	(0.067)

2 Expenses

Include one-time grant for Dakota Alumni Field Capital Campaign	0.350
Include one-time grant for Dale Bradshaw Outdoor Basketball Court	0.180
Decrease in salaries and benefits	(0.335)
Decrease in debt and finance charges	(0.096)
Miscellaneous adjustments	0.044
	0.143

Full-time Equivalent Positions

Decrease of 4 FTEs due to the realignment of the former Housing Division staff to other divisions/services from which housing-related programs funded from the Housing Rehabilitation Investment and Multi-Family Dwelling Tax Investment Reserves will continue to be delivered.

Neighbourhood Revitalization

Service Detail Sub-service (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Community Development	Revenue	0.014	0.501	0.500	0.500	0.500
	Operating expenses	4.027	4.395	4.817	4.255	4.315
	Transfer to Capital	1.950	1.807	1.834	1.927	2.044
		5.963	5.701	6.151	5.682	5.859
Housing Initiatives	Revenue	1.223	0.642	0.576	0.591	0.152
	Operating expenses	3.151	2.823	2.520	2.538	2.101
	Transfer to Capital	-	0.004	-	0.003	0.003
		1.929	2.185	1.944	1.950	1.952
Mill Rate Support/(Contribution)		**7.891**	**7.885**	**8.095**	**7.632**	**7.811**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Housing Rehab Invest Reserve	4.136	5.162	5.149	5.137	5.124
Multi-Family Dwell Tax Inv Res	4.600	4.410	2.816	2.818	2.819

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	2.123	21.489	23.612

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	2013	2014	2015
Total New Dwelling Units Created	3,730	4,625	3,679
Permit Volumes			
Total Residential Permits Issued	5,724	5,791	5,958
Total Non-Residential Permits Issued	2,644	2,739	2,817
Total Other Building Permits Issued	17,675	17,598	18,721
Total Permits Issued	26,043	26,128	27,613
Total Permit Fees	$20,776,399	$22,074,814	$20,987,515
Permit Values (in thousands of $)			
Total for Residential Permit Values	762,972	849,373	858,498
Total for Non-Residential Permit Values	1,001,665	675,922	612,051
Total Permit Values	1,764,637	1,525,295	1,470,549
Plan Examination Volume (Number of Plans Reviewed):			
Residential	3,747	4,455	4,573
Commercial	4,859	5,764	5,826
TOTAL	8,606	10,219	10,399
Inspection Volume (Number Conducted):			
Residential	55,001	65,526	67,008
Commercial	36,486	41,824	45,914

Development Approvals, Building Permits and Inspections

Contributing Departments

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

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	22.777	25.991	28.816		28.780	29.356
Provincial funding (service specific)	0.007	-	-		-	-
Revenues	**22.784**	**25.991**	**28.816**	**1**	**28.780**	**29.356**
Salaries and benefits	15.133	16.824	17.726		18.304	18.821
Services	1.475	1.648	1.495		1.496	1.496
Materials, parts and supplies	0.102	0.090	0.087		0.087	0.087
Assets and purchases	0.055	0.084	0.081		0.081	0.081
Debt and finance charges	0.243	0.303	0.303		0.303	0.302
Grants, transfers and other	1.858	0.606	0.603		0.603	0.603
Recoveries	(0.445)	(0.916)	(0.371)		(0.331)	(0.334)
Operating expenses	**18.421**	**18.640**	**19.923**		**20.542**	**21.056**
Transfer to Capital	0.440	0.208	0.095		0.208	0.150
Total Expenses	**18.861**	**18.847**	**20.018**	**2**	**20.750**	**21.206**
Mill Rate Support/(Contribution)	**(3.922)**	**(7.144)**	**(8.798)**		**(8.030)**	**(8.150)**
Full-time Equivalent Positions	**192**	**207**	**214**		**213**	**213**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in regulation fee revenue due to inflation and full year at new rates in accordance with the Comprehensive Review of Planning, Development and Building Fees and Charges report	1.647
One-time transfer from Permit Reserve	0.600
Increase in land development fees due to inflation and full year at new rates to move toward full cost recovery in accordance with the Comprehensive Review of Planning, Development and Building Fees and Charges report	0.552
Miscellaneous adjustments	0.026
	2.825

2 Expenses

Increase in salaries and benefits including new positions approved in 2016 and budgeted in 2017 for the full year	0.902
Decrease in FTE recoveries from the Permit Reserve Fund due to temporary positions now permanent for a full year	0.589
Decrease in consulting costs primarily due to non-recurring 2016 expenditure	(0.153)
Transfer to capital	(0.113)
Miscellaneous adjustments	(0.054)
	1.171

Development Approvals, Building Permits and Inspections

Full-time Equivalent Positions

Increase of 7 FTEs due to the addition of 35 FTEs, prorated to 28 FTEs in 2016 including approximately 1 FTE transferred from Neighbourhood Revitalization Service.

Service detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Res Dev Approvals & Inspection	Revenue	6.905	7.852	8.698	8.688	8.861
	Operating expenses	8.885	8.962	9.906	10.226	10.482
	Transfer to Capital	0.269	0.148	0.095	0.172	0.117
		2.249	1.258	1.303	1.710	1.737
Com Dev Approvals & Inspection	Revenue	15.878	18.140	20.119	20.092	20.494
	Operating expenses	9.536	9.678	10.017	10.316	10.574
	Transfer to Capital	0.171	0.060	-	0.036	0.033
		(6.171)	(8.401)	(10.101)	(9.741)	(9.887)
Mill Rate Support/(Contribution)		**(3.922)**	**(7.144)**	**(8.798)**	**(8.030)**	**(8.150)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Permit Reserve	1.510	2.000	1.357	1.357	1.358

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	2013	2014	2015
Residential Building Permit Applications	5,795	5,844	5,088
Residential Building Permit Application Value (in millions)	$768	$861	$451
Commercial Building Permits Issued	2,666	2,751	3,610
Commercial Building Permit Value (in millions)	$1,014	$676	$840
Total Building Permit Value (in millions)	$1,782	$1,538	$1,291
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	21	21	21
Construction Value of Downtown Projects Above (in millions)	$36	$31	14
Number of Major City-Wide Development Projects (>$2 million)	94	91	90
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$653	$582	$541
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,781	16 / 4,751	16 / 4,769

Economic Development

Contributing Departments

Planning, Prop. & Devl.	67 %
City Clerks	15 %
Mayor's Office	11 %
Corporate	7 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.001	1.401	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.001**	**1.401**	**-**	**1**	**-**	**-**
Salaries and benefits	0.392	0.406	0.521		0.538	0.554
Services	0.315	0.490	0.466		0.466	0.466
Materials, parts and supplies	0.045	0.024	0.024		0.024	0.024
Assets and purchases	0.001	0.002	0.002		0.002	0.002
Debt and finance charges	0.355	0.153	0.147		0.142	0.136
Grants, transfers and other	0.451	0.920	0.920		0.320	0.320
Recoveries	(0.008)	(0.008)	(0.018)		(0.019)	(0.019)
Operating expenses	**1.552**	**1.987**	**2.062**		**1.474**	**1.483**
Transfer to Capital	-	0.002	-		0.001	0.001
Total Expenses	**1.552**	**1.989**	**2.062**	**2**	**1.475**	**1.484**
Mill Rate Support/(Contribution)	**1.551**	**0.588**	**2.062**		**1.475**	**1.484**
Full-time Equivalent Positions	**4**	**4**	**5**		**5**	**5**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

One-time transfer from Economic Development Investment Reserve Fund in 2016	(1.400)
Miscellaneous adjustments	(0.001)
	(1.401)

2 Expenses

Increase in salaries and benefits	0.115
Miscellaneous adjustments	(0.042)
	0.073

Full-time Equivalent Positions

Increase in 1 FTE transferred from Neighbourhood Revitalization Service.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Economic Dev Invest Reserve	3.523	1.139	0.842	0.956	1.091

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	2013	2014	2015
Total Listed Historic Resources	237	242	253
Total Nominated Resources	n/a	132	118
Total Commemorated Resources	n/a	337	337
Number of Nominated Resources Evaluated for Historical Listing	9	14	14
Number of Nominated Resources Listed as Historical	2	7	12
Number of Nominated Resources Pending Listing	2	7	5
Number of Resources Commemorated*	n/a	5	0
Number of Historical Resources Evaluated for De-listing	3	1	1
Number of Heritage Resources De-Listed	3	0	0
Number of Buildings Receiving Heritage Support from City Council **	0	25	23
Number of Heritage Permits Issued	20	21	37

* 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 $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.027	0.268	0.250		0.258	0.266
Services	0.003	0.013	0.012		0.012	0.012
Materials, parts, and supplies	-	0.001	0.001		0.001	0.001
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.002	0.002	0.002		0.002	0.002
Grants, transfers and other	0.035	0.057	0.057		0.057	0.057
Recoveries	(0.002)	(0.047)	(0.049)		(0.051)	(0.052)
Operating expenses	**0.066**	**0.294**	**0.273**		**0.279**	**0.285**
Transfer to Capital	-	0.168	0.163		0.233	0.143
Total Expenses	**0.066**	**0.462**	**0.436**	**2**	**0.512**	**0.428**
Mill Rate Support/(Contribution)	**0.066**	**0.462**	**0.436**		**0.512**	**0.428**
Full-time Equivalent Positions	**0**	**3**	**3**		**3**	**3**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues:

n/a

2 Expenses

Miscellaneous adjustments	(0.026)
	(0.026)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Heritage Investment Reserve	0.143	2.921	2.856	3.822	3.874

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	0.295	1.345	1.640

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	2013	2014	2015
Land & Property			
Property Sales / Gross Revenues from Sales Closed	27/$39.1M	47/$24.8M	29/$6.2M
Number of Individual Leases / Gross Revenue from Leasing	±589/$3.55M	±625/$3.31M	±635/$1.83 M
Municipal Accommodations			
Estimated Market Value	$3-$4B	$3-$4B	$3-$4B
Number of Buildings / Total Square Footage (Owned & Leased)	470/5.6M sq ft	475/6.3M sq ft	467/7.4M sq ft
Replacement Value City Owned Buildings Receiving Facilities Maintenance Services*	$1.28B	$1.89B	$1.00B

NOTE: M = millions
B = billions

* Reduction due to decreased tenancy at 266 Graham Avenue.

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	14.463	16.022	10.810		10.807	10.277
Provincial funding (service specific)	-	-	-		-	-
Revenues	**14.463**	**16.022**	**10.810**	**1**	**10.807**	**10.277**
Salaries and benefits	2.940	3.311	3.512		3.651	3.769
Services	0.266	0.292	0.223		0.223	0.223
Materials, parts, and supplies	0.013	0.016	0.015		0.015	0.015
Assets and purchases	0.017	0.019	0.022		0.022	0.022
Debt and finance charges	0.022	0.018	0.017		0.016	0.016
Grants, transfers and other	18.012	12.287	10.414		10.742	10.794
Recoveries	(1.160)	(1.165)	(1.241)		(1.255)	(1.267)
Operating expenses	**20.110**	**14.777**	**12.963**		**13.415**	**13.572**
Transfer to Capital	0.150	0.058	0.300		0.290	0.275
Total Expenses	**20.260**	**14.835**	**13.263**	**2**	**13.706**	**13.847**
Mill Rate Support/(Contribution)	**5.798**	**(1.187)**	**2.453**		**2.899**	**3.570**
Full-time Equivalent Positions	**35**	**41**	**42**		**42**	**42**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in transfer from Municipal Accommodations Fund	(5.200)
Miscellaneous adjustments	(0.012)
	(5.212)

2 Expenses

Transfer to Capital	0.242
Increase in salaries and benefits	0.201
Decrease in transfer to Municipal Accommodations Fund for vacant, common, and corporate space	(1.877)
Miscellaneous adjustments	(0.138)
	(1.572)

Full-time Equivalent Positions

Increase in 1 FTE due to refinement of the service based view.

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Municipal Accommodations	Revenue	7.338	16.016	10.809	10.806	10.277
	Operating expenses	18.277	12.794	10.900	11.257	11.334
	Transfer to Capital	-	0.036	-	0.026	0.024
		10.939	(3.185)	0.091	0.477	1.081
Land and Property	Revenue	7.125	0.006	0.001	0.001	0.001
	Operating expenses	1.834	1.983	2.062	2.159	2.239
	Transfer to Capital	0.150	0.022	0.300	0.264	0.251
		(5.141)	1.998	2.361	2.422	2.489
Mill Rate Support/(Contribution)		**5.798**	**(1.187)**	**2.453**	**2.899**	**3.570**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Land Operating Reserve	26.715	11.686	12.412	17.395	16.228

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	1.800	1.907	3.707

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	79.913	74.848	74.905		79.516	78.003
Provincial funding (service specific)	0.340	0.250	0.250		0.250	0.250
Revenues	**80.253**	**75.098**	**75.155**	**1**	**79.766**	**78.253**
Salaries and benefits	19.601	20.285	20.683		21.123	21.560
Services	26.659	29.568	31.167		31.224	31.312
Materials, parts, supplies	6.315	5.084	5.380		5.441	5.486
Assets and purchases	0.019	0.027	0.029		0.029	0.029
Debt and finance charges	11.121	3.523	3.528		3.509	3.489
Grants, transfers and other	9.782	17.337	12.136		12.133	11.604
Recoveries	(3.716)	(3.201)	(3.530)		(3.536)	(3.542)
Operating expenses	**69.781**	**72.624**	**69.394**		**69.924**	**69.937**
Transfer to Capital	10.472	2.474	5.761		9.842	8.316
Total Expenses	**80.253**	**75.098**	**75.155**	**2**	**79.766**	**78.253**
Surplus/(Deficit)	**-**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**291**	**296**	**296**		**296**	**296**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in transfer from Community Services for capital expenditures	1.556
Increase in transfer from Community Services for facilities operations and maintenance	0.658
Decrease in rentals revenue for commercial properties	(1.869)
Decrease in transfer for accommodation charges	(0.338)
Miscellaneous adjustments	0.050
	0.057

2 Expenses

Transfer to Capital (including internal financing)	3.287
Increase in scale and scope of security services	0.923
Increase in cost of providing janitorial services	0.410
Increase in salary and benefits	0.398
Increase in cost of maintenance for commercial properties	0.218
Increase in cost of pool chemicals, impacted by increase in US exchange rate	0.175
Decrease in transfer to General Revenue Fund	(5.200)
Increase in inter-departmental recoveries and recoveries from other funds	(0.329)
Miscellaneous adjustments	0.175
	0.057

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Municipal Accommodations	Revenue	57.816	56.168	54.010	55.937	55.936
	Operating expenses	50.587	53.988	50.249	50.362	49.936
	Transfer to Capital	6.080	2.033	3.764	5.590	6.014
		(1.149)	(0.148)	0.003	0.014	0.014
Pool Facilties	Revenue	15.015	11.765	13.714	15.316	14.216
	Operating expenses	11.007	11.098	11.553	11.822	11.992
	Transfer to Capital	3.300	0.279	1.523	2.853	1.475
		(0.708)	(0.388)	(0.638)	(0.641)	(0.749)
Arena Facilities	Revenue	4.513	4.446	4.508	5.037	4.878
	Operating expenses	5.694	5.109	5.316	5.442	5.519
	Transfer to Capital	0.363	0.008	0.109	0.538	0.277
		1.544	0.671	0.917	0.944	0.919
Recreation Centres	Revenue	1.444	1.644	1.514	1.810	1.691
	Operating expenses	1.750	1.519	1.355	1.363	1.537
	Transfer to Capital	0.200	0.103	0.003	0.265	0.111
		0.506	(0.023)	(0.156)	(0.182)	(0.043)
Community Centre Facilities	Revenue	1.465	1.075	1.408	1.666	1.533
	Operating expenses	0.742	0.911	0.921	0.934	0.953
	Transfer to Capital	0.529	0.052	0.362	0.596	0.439
		(0.194)	(0.112)	(0.125)	(0.136)	(0.141)
Surplus/(Deficit)		-	-	-	-	-

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	4.272	19.760	24.032

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	2013	2014	2015
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections	880	1,056	524
Lineal Feet of New Field of Honour Precast Beam foundation installed	84	0	0
Number of Individual Foundations Installed	26	30	51
Number of Educational Tours	9	10	16
Number of Interment Sites Re-leveled and Re-seeded	3,565	929	1,678
Number of Field of Honour Interment Sites re-landscaped	257	0	250
Number of Trees Planted	101	119	100
Lineal feet of existing Field of Honour Precast Beam refurbished	0	0	2,472

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projections
Service revenue	1.396	1.321	1.695		1.744	1.782
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.396**	**1.321**	**1.695**	**1**	**1.744**	**1.782**
Salaries and benefits	1.614	1.629	1.691		1.731	1.769
Services	0.503	0.544	0.532		0.538	0.539
Materials, parts and supplies	0.170	0.101	0.103		0.099	0.098
Assets and purchases	0.008	0.008	0.008		0.008	0.008
Debt and finance charges	0.034	0.023	0.022		0.022	0.022
Grants, transfers and other	0.166	0.183	0.191		0.192	0.195
Recoveries	(0.348)	(0.321)	(0.031)		(0.031)	(0.031)
Operating expenses	**2.148**	**2.167**	**2.516**		**2.559**	**2.600**
Transfer to Capital	0.260	0.236	0.208		0.253	0.243
Total Expenses	**2.408**	**2.403**	**2.724**	**2**	**2.812**	**2.842**
Mill Rate Support/(Contribution)	**1.012**	**1.082**	**1.030**		**1.068**	**1.061**
Full-time Equivalent Positions	**27**	**25**	**25**		**25**	**25**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Transfer from Perpetual Maintenance Fund Reserves, reclassified from recoveries	0.299
Increase in cemeteries revenues due to inflation and full year at new fees	0.075
	0.374

2 Expenses

Inter-fund recoveries primarily from Perpetual Maintenance Reserve Funds	0.296
Increase in salaries and benefits	0.062
Transfer to Capital	(0.028)
Miscellaneous adjustments	(0.009)
	0.321

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Perpetual Mtce-Brookside Cem	15.696	16.056	16.470	16.887	17.314
Perpetual Mtce-St Vital Cem	1.115	1.159	1.211	1.260	1.311
Perpetual Mtce-Transona Cem	0.777	0.808	0.844	0.879	0.915

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	0.408	1.994	2.402

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. In addition, the Service undertakes criminal investigations, offender identification, arrest or other resolution. The Service is also responsible for training all police and civilian members of the Winnipeg Police Service (WPS). The Service must marshal its resources appropriately and efficiently to ensure that adequate response is always available to answer to public needs.

Key Goals

1. Reduce crime through evidence-based policing strategies.
2. Ensure people are in the right jobs in the right numbers.
3. Continue to focus resources toward a downtown safety strategy.
4. Enhance training and professionalism in the Service.

Service Level Statistics

Description	2013	2014	2015
Police Officer Complement (Authorized)	1,463	1,430	1,424
Civilian Staff Complement (Authorized)	465	477	491
Police Officer to Civilian Staff Ratio	3.1:1	3.0:1	2.9:1
Police Officer to Population Ratio (per 100,000)	209	202	200
Total Calls for Service to the Communications Centre	530,620	532,304	541,594
Total Dispatched and Police-Initiated Calls	185,837	203,103	200,499
% of Total Calls	35.02%	38.16%	37.0%
Police-initiated Events	63,606	79,344	72,613
% of Dispatched Call and Police-Initiated Calls	34.20%	39.07%	36.2%
Citizen Generated Events	122,231	123,759	127,886
% of Dispatched Call and Police-Initiated Calls	65.8%	60.9%	63.8%
Dispatched via Alternate Phone Response (APR)	1,534	1,131	1197
% of Dispatched Call and Police-Initiated Calls	0.80%	0.56%	0.60%
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0 to 2: Emergency	13,621	14,525	15,402
Priority 3 to 4: Urgent	68,752	71,067	73,015
Priority 5 to 9: Non-Urgent	103,464	117,511	112,082

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	5.547	4.829	4.830		4.682	4.765
Provincial funding (service specific)	16.944	17.256	17.185		17.263	17.378
Revenues	**22.491**	**22.085**	**22.015**	**1**	**21.945**	**22.143**
Salaries and benefits	186.802	192.224	200.216		205.181	209.052
Services	9.924	11.078	10.560		10.761	10.863
Materials, parts, and supplies	4.130	4.267	4.624		4.657	4.698
Assets and purchases	0.685	1.501	1.239		1.270	1.266
Debt and finance charges	0.362	8.144	8.193		8.820	9.437
Grants, transfers and other	8.971	5.897	9.492		6.755	8.777
Recoveries	(0.454)	(0.233)	(0.231)		(0.231)	(0.231)
Operating expenses	**210.421**	**222.878**	**234.094**		**237.214**	**243.863**
Transfer to Capital	4.986	7.278	3.075		4.911	5.181
Total Expenses	**215.407**	**230.156**	**237.169**	**2**	**242.126**	**249.044**
Mill Rate Support/(Contribution)	**192.915**	**208.070**	**215.153**		**220.181**	**226.902**
Full-time Equivalent Positions	**1,550**	**1,558**	**1,558**		**1,561**	**1,562**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in contracted police services revenue	(0.555)
Increase in alarm permit renewals	0.382
Increase in record searches	0.200
Miscellaneous adjustments	(0.097)
	(0.070)

2 Expenses

Increase in salaries and benefits	7.992
Decrease in expenditure management (allocated to other accounts)	2.500
Increase in facility costs	0.917
Increase in fuel costs	0.388
Transfer to Capital	(4.203)
Decrease in other equipment expenditures and computer hardware	(0.262)
Decrease in fleet lease costs	(0.238)
Decrease in legal fees	(0.134)
Miscellaneous adjustment	0.053
	7.013

Police Response

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Police Response	Revenue	17.665	17.214	17.159	17.156	17.265
	Operating expenses	133.275	142.357	155.115	158.348	165.519
	Transfer to Capital	4.986	7.278	3.075	4.911	5.181
		120.596	132.421	141.032	146.103	153.436
Contract Policing	Revenue	1.735	1.390	1.435	1.441	1.468
	Operating expenses	1.161	1.565	1.649	1.690	1.727
	Transfer to Capital	-	-	-	-	-
		(0.574)	0.175	0.214	0.249	0.260
Crime Investigation	Revenue	3.060	3.418	3.380	3.313	3.374
	Operating expenses	67.511	70.687	70.984	73.352	75.267
	Transfer to Capital	-	-	-	-	-
		64.451	67.269	67.604	70.039	71.893
Police Training	Revenue	0.032	0.063	0.042	0.035	0.036
	Operating expenses	8.474	8.269	6.345	3.825	1.349
	Transfer to Capital	-	-	-	-	-
		8.442	8.206	6.303	3.789	1.314
Mill Rate Support/(Contribution)		**192.915**	**208.070**	**215.153**	**220.181**	**226.902**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	23.585	23.679	47.264

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 to conduct proactive policing to prevent crime and disorder.

Key Goals

1. Promote positive interaction within neighbourhoods and among cultural groups.
2. Reduce crime victimization.
3. Protect vulnerable persons.
4. Strengthen proactive policing.
5. Increase effectiveness of street lighting.

Service Level Statistics

Description	2013	2014	2015
Community Policing			
Number of Commercial/Business Crime Prevention Presentations	33	6	57
Number of Personal/Residential Crime Prevention Presentations	134	177	80
Number of Cultural/Diversity Presentations by Diversity Relations Officers	68	79	57
Number of School Engagements [1]			2,445
Number of Safety Audits Conducted	4	11	7
Number of Special Event Attendances	244	235	170
Number of Cultural/Diversity Event Attendances by Diversity Relations Officers	69	92	215
Number of Crime Victim Follow-up Contacts	5,557	4,949	5,234
Public Following on Social Media Platforms [1]			15,000
Frequency of Written Communications to the Community [1]			Q2=68,300
Engagement Hours in Culture, Diversity and Community Outreach [1]			Q1=328.5
Proactive Policing			
Number of Proactive Target Driven Events	17,439	25,802	24,871
Number of Proactive Gang Activities [1]			New: no data yet
Number of Gang Response and Suppression Plan (GRASP) Curfew Checks	1,643	996	804
Number of Community and Government Agencies Engaged [1]			Q1=119
Number of Interventions with Vulnerable Citizens [1]			Q1=189
Total time Spent on Proactive Policing (hrs)	63,040	66,578	58,726
Street Lighting [2]			
Number of Lane Lights [3]	8,402	8,403	8,408
Number of Street Lights [3]	65,695	66,297	66,672
Number of Streetscaping Lights (Decorative only) [2]	2,932	2,985	2,908
Number of Lighting Complaints Requiring a Lighting Upgrade	7	6	10
Number of Lighting Complaints	87	84	75

[1] New in 2016

[2] Data supplied by the Public Works Department

[3] Data supplied by Manitoba Hydro

Crime Prevention

Contributing Departments

Police	72 %
Public Works	28 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.687	1.237	1.393		1.411	1.437
Provincial funding (service specific)	2.379	2.726	2.925		3.020	3.059
Revenues	**4.066**	**3.963**	**4.317**	**1**	**4.431**	**4.496**
Salaries and benefits	28.482	30.581	31.000		32.350	33.233
Services	12.900	13.584	14.087		14.772	15.488
Materials, parts and supplies	0.550	0.529	0.558		0.563	0.566
Assets and purchases	0.047	0.056	0.050		0.054	0.053
Debt and finance charges	0.000	-	-		-	-
Grants, transfers and other	0.702	0.968	1.094		1.270	1.270
Recoveries	(0.039)	(0.008)	(0.099)		(0.101)	(0.103)
Operating expenses	**42.643**	**45.712**	**46.690**		**48.908**	**50.508**
Transfer to Capital	-	-	-		-	-
Total Expenses	**42.643**	**45.712**	**46.690**	**2**	**48.908**	**50.508**
Mill Rate Support/(Contribution)	**38.577**	**41.749**	**42.373**		**44.476**	**46.011**
Full-time Equivalent Positions	**285**	**299**	**299**		**300**	**298**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in Provincial funding for auxiliary cadets	0.199
Increase in contracted police services revenue	0.158
Miscellaneous adjustments	(0.030)
	0.327

2 Expenses

Increase in street lighting operating expenses	0.436
Increase in salaries and benefits	0.419
Increase in facility costs	0.116
Miscellaneous adjustment	0.007
	0.978

Crime Prevention

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Community Policing	Revenue	2.676	3.015	3.262	3.358	3.406
	Operating expenses	24.658	27.067	27.496	28.868	29.614
	Transfer to Capital	-	-	-	-	-
		21.982	24.052	24.233	25.510	26.208
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.267	12.963	13.399	14.073	14.789
	Transfer to Capital	-	-	-	-	-
		12.267	12.963	13.399	14.073	14.789
Park Patrol	Revenue	0.001	-	-	-	-
	Operating expenses	0.352	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		0.351	-	-	-	-
Crime Prevention Initiatives	Revenue	1.389	0.948	1.055	1.073	1.091
	Operating expenses	5.365	5.682	5.795	5.966	6.106
	Transfer to Capital	-	-	-	-	-
		3.976	4.735	4.740	4.893	5.015
Mill Rate Support/(Contribution)		**38.577**	**41.749**	**42.373**	**44.476**	**46.011**

Traffic Safety and Enforcement

Includes:

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

Description

To improve traffic safety through focusing efforts on enforcement and education.

Key Goals

1. Enhance partnership with Manitoba Public Insurance (MPI) toward public education.
2. Explore data driven approaches to traffic safety.
3. Set enforcement priorities.

Service Level Statistics

Description	2013	2014	2015
General Traffic Enforcement			
Total Number of Traffic Stops	23,992	30,148	29,410
Highway Traffic Act Provincial Offence Notices Issued	42,279	46,149	43,279
Highway Traffic Act Warnings Issued	n/a	n/a	9,933
Percentage of Notices Issued	n/a	n/a	81.3%
Photo Enforcement			
Reduced School Zone	35,889	36,211	35,704
All Other Zones			New measure: no data yet
Intersection Safety Cameras			
Speeding	26,076	24,497	29,366
Red Light	10,135	11,207	10,002
Criminal Code Driving Offences			
Persons Charged with Impaired Driving	461	513	528
Persons Charged with Other Criminal Code Driving Offences	155	165	230
Education			
Number of Joint Projects with Manitoba Public Insurance (MPI)			New measure: no data yet
Number of Safe Driving Public Service Announcements			New measure: no data yet

[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: Just Slow Down

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	21.591	22.001	20.771		20.554	20.355
Provincial funding (service specific)	-	-	-		-	-
Revenues	**21.591**	**22.001**	**20.771**	**1**	**20.554**	**20.355**
Salaries and benefits	10.387	11.447	11.916		12.333	12.702
Services	5.290	6.154	5.418		5.465	5.501
Materials, parts, and supplies	0.155	0.188	0.192		0.194	0.196
Assets and purchases	0.025	0.046	0.047		0.047	0.046
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.262	0.384	0.433		0.492	0.492
Recoveries	(0.031)	(0.008)	(0.010)		(0.010)	(0.010)
Operating expenses	**16.088**	**18.211**	**17.996**		**18.520**	**18.927**
Transfer to Capital	-	-	-		-	-
Total Expenses	**16.088**	**18.211**	**17.996**	**2**	**18.520**	**18.927**
Mill Rate Support/(Contribution)	**(5.503)**	**(3.790)**	**(2.775)**		**(2.034)**	**(1.428)**
Full-time Equivalent Positions	**83**	**89**	**90**		**90**	**90**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in photo enforcement	(1.250)
Miscellaneous adjustment	0.020
	(1.230)

2 Expenses

Decrease in expenses related to photo enforcement	(0.417)
Increase in salaries and benefits	0.469
Miscellaneous adjustment	(0.267)
	(0.215)

Full-time Equivalent Positions

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

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Traffic Safety-Automated	Revenue	17.254	17.250	16.000	15.800	15.600
	Operating expenses	5.545	6.425	5.709	5.758	5.805
	Transfer to Capital	-	-	-	-	-
		(11.708)	(10.825)	(10.291)	(10.042)	(9.795)
Traffic Safety-Officer	Revenue	2.337	3.151	3.171	3.154	3.155
	Operating expenses	9.238	10.315	11.349	11.801	12.141
	Transfer to Capital	-	-	-	-	-
		6.901	7.165	8.178	8.646	8.986
Traffic Safety-Division	Revenue	2.000	1.600	1.600	1.600	1.600
	Operating expenses	1.304	1.470	0.937	0.961	0.982
	Transfer to Capital	-	-	-	-	-
		(0.696)	(0.130)	(0.663)	(0.639)	(0.618)
Mill Rate Support/(Contribution)		**(5.503)**	**(3.790)**	**(2.775)**	**(2.034)**	**(1.428)**

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	2013	2014	2015
Total Fires	1,926	1,596	1,535
Alarm - No Fire	7,558	7,961	7,962
Gas/Odor/Hazardous Materials Emergencies	924	1,013	862
Miscellaneous Emergencies	4,109	4,784	3,837
Rescue Emergencies	121	167	202
Fire Investigations*	445	285	334
Arson Determinations**	n/a	n/a	273

* Slight increase in Fire investigations due to commencement of attendance to vehicle fires in 2015.

** Winnipeg Police Service has provided annual Arson Determination totals from 2015.

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.680	0.726	0.624		0.629	0.634
Provincial funding (service specific)	4.582	3.726	3.726		3.726	3.726
Revenues	**5.263**	**4.453**	**4.351**	**1**	**4.355**	**4.360**
Salaries and benefits	102.107	103.431	105.916		109.324	112.073
Services	4.570	5.223	6.193		6.521	7.061
Materials, parts, and supplies	2.653	2.918	3.560		3.560	3.571
Assets and purchases	0.209	0.429	0.244		0.255	0.255
Debt and finance charges	0.739	0.798	0.831		0.775	0.842
Grants, transfers and other	1.023	1.012	1.042		1.046	1.048
Recoveries	(0.102)	(0.051)	(0.073)		(0.073)	(0.073)
Operating expenses	**111.198**	**113.760**	**117.712**		**121.407**	**124.775**
Transfer to Capital	1.848	2.130	2.610		4.686	7.436
Total Expenses	**113.046**	**115.890**	**120.322**	**2**	**126.093**	**132.211**
Mill Rate Support/(Contribution)	**107.784**	**111.438**	**115.972**		**121.737**	**127.851**
Full-time Equivalent Positions	**847**	**852**	**851**		**851**	**851**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in service revenues to align budget with prior year actual volume	(0.102)
	(0.102)

2 Expenses

Increase in salaries and benefits	2.485
Increase in fleet lease cost to replace aging apparatus	0.970
Increase in firefighter protective uniforms	0.642
Transfer to Capital	0.480
Reduced equipment purchases	(0.185)
Miscellaneous adjustments	0.040
	4.432

Full-time Equivalent Positions

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

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Fire & Rescue Response	Revenue	5.262	4.453	4.351	4.355	4.360
	Operating expenses	110.307	112.851	116.790	120.468	123.818
	Transfer to Capital	1.848	2.130	2.610	4.686	7.436
		106.893	110.528	115.050	120.798	126.894
Fire Investigation	Revenue	0.001	-	-	-	-
	Operating expenses	0.892	0.909	0.922	0.939	0.957
	Transfer to Capital	-	-	-	-	-
		0.891	0.909	0.921	0.939	0.957
Mill Rate Support/(Contribution)		**107.784**	**111.438**	**115.972**	**121.737**	**127.851**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	5.211	48.341	53.552

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	2013	2014	2015
Fire Prevention By-Law/Building Code Inspections [A]*	7,890	7,719	9,692
Operations Inspections	2,825	2,861	3,639
Permits Issued	292	286	279
Property File Searches/Plans Examined	836	927	957
Fire Safety House	185	190	211
Other Community Events	407	101	118
Fire Safety Lectures/Presentations	308	323	235
Medical/Injury Prevention Lectures/Presentations	9	38	50
Youth Fire Stop	139	40	53
Career Symposiums	0	5	2
Car Seat Inspections [B]	153	210	91
Evacuation Fire Drills [C]	143	144	117
Fire/Paramedic Station Tours	446	320	313
Public Service Announcements (Media)	25	24	22
Community Arson Prevention Partnership [D]*	398	293	182
Arson Prevention in Schools [E]	5	53	51

* 2014 Data restated to correct reporting error.

[A] Fire Prevention observed an increase in the number of inspections conducted in 2015 due to more stable levels of staffing; we experienced a significant decrease in use of sick time and maintained a full complement of staff. We also responded to more complaints in 2015, implemented our Industrial Occupancy Inspection program and conducted inspections of over 500 rooming houses.

[B] In 2015 there was increase in trained personnel transfers.

[C] Evacuation Fire Drills are dependant on the referral process.

[D] In 2015 Arson Prevention Initiatives and direct referrals to 311 continued and were partially tracked. In 2016, WFPS developed and implemented a new tracking process.

[E] Arson Prevention in schools began in 2014 as joint venture with WPS.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.387	0.390	0.479		0.804	1.047
Provincial funding (service specific)	0.050	0.050	0.050		0.050	0.050
Revenues	**0.437**	**0.440**	**0.529**	**1**	**0.854**	**1.097**
Salaries and benefits	4.604	4.782	5.243		5.529	5.667
Services	0.344	0.418	0.376		0.377	0.380
Materials, parts, and supplies	0.145	0.123	0.128		0.130	0.136
Assets and purchases	0.050	0.050	0.038		0.049	0.049
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.337	0.338	0.346		0.347	0.347
Recoveries	-	(0.002)	-		-	-
Operating expenses	**5.481**	**5.709**	**6.131**		**6.432**	**6.579**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.481**	**5.709**	**6.131**	**2**	**6.432**	**6.579**
Mill Rate Support/(Contribution)	**5.044**	**5.269**	**5.602**		**5.578**	**5.482**
Full-time Equivalent Positions	**41**	**41**	**44**		**46**	**46**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.089
	0.089

2 Expenses

Increase in salaries and benefits	0.461
Miscellaneous adjustments	(0.039)
	0.422

Full-time Equivalent Positions

Increase of 3 fire inspectors to support a new Fire Prevention By-Law to be considered by Council as a separate report.

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Fire & Injury Prev Education	Revenue	0.005	-	0.003	0.003	0.003
	Operating expenses	1.092	1.108	1.110	1.143	1.176
	Transfer to Capital	-	-	-	-	-
		1.087	1.108	1.107	1.140	1.173
Fire Inspection	Revenue	0.432	0.440	0.526	0.851	1.094
	Operating expenses	4.389	4.601	5.020	5.288	5.403
	Transfer to Capital	-	-	-	-	-
		3.957	4.161	4.494	4.437	4.309
Mill Rate Support/(Contribution)		**5.044**	**5.269**	**5.602**	**5.578**	**5.482**

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	2013	2014	2015
Emergency Medical Incidents	63,619	66,161	67,861
Medical Incidents with ambulance dispatched (Emergency)	54,020	55,687	56,224
Medical Incidents with only fire dispatched (Emergency)	9,599	10,474	11,409
Scheduled Inter-facility Patient Transfers	7,531	8,317	8,155
Emergency Patient Transports	46,482	46,448	46,234
Patients Assessed or Treated at Scene (not transported)	16,366	17,548	19,670
Total Patient Contacts (excluding Community Paramedicine)	70,044	70,714	72,294
Patient Contacts per Thousand Population	100.2	99.7	100.6
Main Street Project Patient Contacts	12,299	14,041	14,062
Community Paramedicine Patient Contacts (EPIC)	1,058	1,186	1,381

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	28.725	29.262	30.160		30.928	31.503
Provincial funding (service specific)	20.716	25.276	29.291		31.533	30.275
Revenues	**49.441**	**54.537**	**59.450**	**1**	**62.461**	**61.778**
Salaries and benefits	49.075	54.858	57.672		59.416	60.829
Services	4.951	4.667	6.480		6.510	6.553
Materials, parts and supplies	1.802	2.213	1.815		1.882	1.952
Assets and purchases	0.395	1.128	1.231		1.164	1.196
Debt and finance charges	2.702	2.295	2.301		2.277	2.306
Grants, transfers and other	1.003	0.999	1.117		1.123	1.125
Recoveries	(0.003)	(0.017)	(0.990)		(1.010)	(1.030)
Operating expenses	**59.924**	**66.143**	**69.625**		**71.363**	**72.931**
Transfer to Capital	1.500	2.203	2.601		6.525	3.561
Total Expenses	**61.424**	**68.346**	**72.226**	**2**	**77.888**	**76.492**
Mill Rate Support/(Contribution)	**11.983**	**13.809**	**12.775**		**15.427**	**14.714**
Full-time Equivalent Positions	**471**	**492**	**501**		**501**	**501**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in Winnipeg Regional Health Authority (WRHA) funding, including the annualization of the Community Paramedicine Expansion program approved in 2016 subject to WRHA funding approval.	3.705
Increase in ambulance service revenue, primarily for volume	0.598
Increase in inter-facility transfer revenue	0.300
Provincial grant for the cost of ambulances	0.100
	4.703

2 Expenses

Increase in salaries and benefits	2.814
Increase in service expenses related to adjustments for inter-facility transfers	0.973
Transfer to Capital	0.398
Increase in expenses related to Provincial ambulances	0.310
Increase in recoveries related to adjustments for inter-facility transfers	(0.973)
Miscellaneous adjustments	0.358
	3.880

Full-time Equivalent Positions

An increase of 6 FTEs reflecting the annualization of paramedic positions related to an expansion of service at the Main Street Project (MSP) and Emergency Paramedic in Community (EPIC) both subject to WRHA funding approval.

An increase of 3 FTEs reflecting an increase in administrative support staff and a refinement of the service based view.

Medical Response

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Medical Response	Revenue	45.432	46.988	50.536	52.797	52.458
	Operating expenses	53.536	58.896	61.054	62.603	63.983
	Transfer to Capital	1.361	1.902	2.258	5.622	3.189
		9.465	13.809	12.775	15.427	14.714
Medical Transfers	Revenue	4.009	7.549	8.914	9.664	9.320
	Operating expenses	6.388	7.248	8.571	8.760	8.948
	Transfer to Capital	0.139	0.301	0.343	0.904	0.372
		2.518	0.000	0.000	0.000	0.000
Mill Rate Support/(Contribution)		**11.983**	**13.809**	**12.775**	**15.427**	**14.714**

Note: Medical Transfers sub-service - 2016 adopted budget restated to reflect allocation methodology implemented in 2017.

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	-	0.119	0.119

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	2013	2014	2015
Presentations/Consultations	51	42	40
Disaster Management Training Sessions	5	6	7
Individuals Trained	170	161	160
Exercises (internal and with stakeholders)	7	8	6
Emergency Operations Centre/Multiple Department Activation	2	2	3
Emergency Operations Centre - Days Activated*	2	32	11
Number of people evacuated/evacuation alert	207	250	58
Number of people directly assisted	116	50	58

* In 2015, the EOC was open for 6 days due to a boil water advisory event, 4 days for labour and service continuity planning and 1 day for Syrian refugee coordination.

Disaster Preparedness and Response

Contributing Departments

Fire Paramedic Service 92 %
Community Services 8 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.167	0.232	0.442		0.653	0.863
Services	0.045	0.047	0.049		0.049	0.049
Materials, parts, and supplies	0.006	0.006	0.006		0.006	0.006
Assets and purchases	0.004	0.003	0.003		0.004	0.004
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.088	0.088	0.089		0.089	0.089
Recoveries	(0.001)	(0.004)	(0.001)		(0.001)	(0.001)
Operating expenses	**0.310**	**0.373**	**0.587**		**0.799**	**1.009**
Transfer to Capital	-	-	-		-	-
Total Expenses	**0.310**	**0.373**	**0.587**	**2**	**0.799**	**1.009**
Mill Rate Support/(Contribution)	**0.310**	**0.373**	**0.587**		**0.799**	**1.009**
Full-time Equivalent Positions	**1**	**2**	**5**		**6**	**8**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.210
Miscellaneous adjustments	0.004
	0.214

Full-time Equivalent Positions

Increase of one emergency management coordinator and one public information officer.
An increase of one FTE related to 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	2013	2014	2015
% of Prime Time Ice Sold in the Regular Season*	91%	87%	85%
Number of Recreation and Leisure Programs	3,158	3,212	3,255
Number of Aquatic Classes Annually	8,125	7,677	8,386**
Number of Hours of Wading Pool Free Programming	26,739	26,174	26,846
Number of Hours of Spray Pad Free Programming	9,968	13,893	16,720***
Total Value of Registered Programming/Facility Access Pass Fee Waivers	$188,291	$185,304	$186,987
Total Value of Admissions to Free Swims****	$498,242	$617,643	$727,522
Number of Public Swim Visits to Outdoor Pools*****	96,971	99,100	101,706

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

** The number of aquatic classed offered annually increased due to the reopening of Elmwood Kildonans Pool in 2015 and the addition of fall interim lessons.

*** The increase in spray pad hours can be attributed to the addition of five new spray pads in 2015: Lindsey Wilson Park Spray Pad, West Kildonan Memorial Spray Pad, Waverley Heights Spray Pad, Sturgeon Heights Spray Pad and Gateway Spray Pad.

**** As part of a 2-year pilot project, admission to all five non-heated outdoor pools was free in 2014 and 2015, which led to an increase in the total value of admissions to free swims.

***** In 2014, Westdale and St. Vital outdoor pools were closed. In 2015, St. Vital and Transcona outdoor pools were closed.

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	12.827	12.863	12.863		12.863	12.863
Provincial funding (service specific)	0.500	0.500	0.500		0.500	0.500
Revenues	**13.327**	**13.363**	**13.363**	**1**	**13.363**	**13.363**
Salaries and benefits	18.964	19.958	20.215		20.812	21.324
Services	2.869	3.091	3.078		3.076	3.072
Materials, parts, and supplies	0.373	0.528	0.505		0.511	0.508
Assets and purchases	0.107	0.092	0.056		0.061	0.057
Debt and finance charges	0.212	0.346	0.270		0.269	0.337
Grants, transfers and other	27.283	27.353	28.297		30.634	33.936
Recoveries	(0.493)	(0.512)	(0.579)		(0.591)	(0.601)
Operating expenses	**49.314**	**50.857**	**51.842**		**54.772**	**58.633**
Transfer to Capital	5.182	1.592	6.720		6.110	6.693
Total Expenses	**54.496**	**52.448**	**58.562**	**2**	**60.883**	**65.326**
Mill Rate Support/(Contribution)	**41.170**	**39.085**	**45.199**		**47.519**	**51.963**
Full-time Equivalent Positions	**363**	**358**	**361**		**361**	**361**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

n/a

2 Expenses

Transfer to Capital	5.128
Increase in building services charges	0.677
Increase in salaries and benefits	0.257
Grant for University of Winnipeg - Youth Summer Pilot program	0.160
Increase in Universal Funding Formula grants to community centres	0.123
Decrease in debt and finance charges	(0.076)
Miscellaneous adjustments	(0.155)
	6.114

Full-time Equivalent Positions

Increase of 5 FTEs primarily due to adjustment of positions within existing resources (2), additional asset management staff (1), and the refinement of the service based view (2); offset by a reduction of 2 FTEs due to the transfer of the Bilingual Service Centre to Organization Support Services.

Recreation

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Arenas	Revenue	2.810	2.720	2.750	2.750	2.750
	Operating expenses	4.246	4.579	4.551	4.655	4.761
	Transfer to Capital	0.363	0.008	0.109	0.538	0.277
		1.799	1.867	1.910	2.444	2.288
Aquatics Programs	Revenue	3.454	3.549	3.452	3.452	3.452
	Operating expenses	10.137	10.882	10.468	10.716	10.933
	Transfer to Capital	1.650	0.139	0.938	1.661	0.848
		8.332	7.472	7.953	8.925	8.328
Ice Skating	Revenue	0.415	0.386	0.382	0.382	0.382
	Operating expenses	0.876	0.816	0.813	0.825	0.841
	Transfer to Capital	-	-	0.001	0.006	0.003
		0.461	0.430	0.432	0.448	0.461
Recreation Programs	Revenue	1.641	1.682	1.657	1.657	1.657
	Operating expenses	6.741	8.258	8.260	8.477	8.455
	Transfer to Capital	0.595	0.627	1.159	0.753	2.102
		5.695	7.202	7.762	7.573	8.900
Casual Facility Use	Revenue	4.770	4.791	4.886	4.886	4.886
	Operating expenses	18.248	17.224	18.581	20.772	24.131
	Transfer to Capital	2.045	0.766	4.151	2.555	3.024
		15.523	13.199	17.845	18.441	22.269
Community Centres	Revenue	0.235	0.235	0.235	0.235	0.235
	Operating expenses	8.033	9.098	9.169	9.327	9.511
	Transfer to Capital	0.529	0.052	0.362	0.596	0.439
		8.327	8.914	9.296	9.688	9.715
Golf Courses	Revenue	0.001	-	-	-	-
	Operating expenses	1.033	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		1.032	-	-	-	-
Mill Rate Support/(Contribution)		**41.170**	**39.085**	**45.199**	**47.519**	**51.963**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Wading & Outdr Extd Season Res	-	-	-	-	-

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	15.800	58.438	74.238

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 develop, operate, maintain and preserve all parks and open spaces to promote vibrant, healthy communities while fostering environmental stewardship.

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	2013	2014	2015
Number of park and open space parcels	1,336 [B]	1,346 [B]	1,347 [B]
Total hectares of parks and open spaces	3,510 [B]	3,528 [B]	3,555 [A] [B]
Hectares of park and boulevard turf mowing	2,456 [B]	2,234 [B]	2,279 [A] [B]
Park pathways/walkways maintained (linear km.)**	231 [B]	231 [B]	254 [B]
Number of environmental program participants	9,633	4,181	5,064
Ecologically significant natural areas	457	459	462
Number of athletic fields	604*	604*	646
Number of boulevard and park trees	299,675***	299,001***	305,257
Number of trees planted	2,292	2,245	2,009
Number of DED trees and non-DED trees removed	6,508/2,012	5,257/2,661	4,849/2,165
Number of trees pruned	23,783	24,495	17,715
Number of playground equipment sites inspected and maintained (includes toboggan slide sites)	505*	505*	511

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

** Statistic only includes pathways contained within park sites, does not include 29 km of cross country ski trails.

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

[A] Includes 609 hectares of boulevard turf, and 238 hectares of Athletic Field turf.
[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 $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.621	0.759	0.731		0.741	0.752
Provincial funding (service specific)	1.000	1.005	1.005		1.005	1.005
Revenue	**1.622**	**1.764**	**1.736**	**1**	**1.746**	**1.757**
Salaries and benefits	20.769	20.540	20.700		21.278	21.772
Services	10.573	10.748	10.923		11.139	11.358
Materials, parts, and supplies	2.809	2.736	2.808		2.856	2.875
Assets and purchases	0.037	0.039	0.042		0.042	0.042
Debt and finance charges	1.136	0.036	0.035		0.035	0.034
Grants, transfers and other	3.543	3.448	3.455		3.487	3.487
Recoveries	(3.084)	(2.278)	(2.299)		(2.308)	(2.317)
Operating expenses	**35.784**	**35.269**	**35.664**		**36.529**	**37.252**
Transfer to Capital	3.504	4.669	4.038		4.961	2.662
Total Expenses	**39.289**	**39.939**	**39.702**	**2**	**41.490**	**39.913**
Mill Rate Support/(Contribution)	**37.667**	**38.175**	**37.966**		**39.744**	**38.157**
Full-time Equivalent Positions	**334**	**315**	**314**		**314**	**314**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.028)
	(0.028)

2 Expenses

Increase in fleet equipment and fleet-related accounts	0.259
Increase in salaries and benefits	0.160
Transfer to Capital	(0.631)
Non recurring project to review and revise athletic field booking policies and fee structure	(0.100)
Miscellaneous adjustments	0.075
	(0.237)

Full-time Equivalent Positions

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

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Park Grass Maintenance	Revenue	0.009	0.035	0.035	0.035	0.035
	Operating expenses	7.585	7.797	7.931	8.137	8.301
	Transfer to Capital	-	-	-	-	-
		7.576	7.762	7.896	8.102	8.266
Park Amenity Maintenance	Revenue	0.210	0.046	0.043	0.044	0.044
	Operating expenses	4.785	3.846	3.863	3.956	4.034
	Transfer to Capital	-	1.418	1.672	1.638	0.573
		4.575	5.218	5.491	5.550	4.562
Athletic Field Maintenance	Revenue	0.297	0.449	0.425	0.433	0.441
	Operating expenses	2.377	2.850	2.774	2.837	2.887
	Transfer to Capital	0.062	0.100	-	0.187	0.130
		2.142	2.501	2.350	2.591	2.576
Park Pathway Maintenance	Revenue	-	0.002	0.002	0.002	0.002
	Operating expenses	0.275	0.289	0.285	0.293	0.299
	Transfer to Capital	0.149	0.076	-	-	-
		0.424	0.363	0.283	0.291	0.297
Park Planning/Development	Revenue	0.002	0.023	0.022	0.022	0.022
	Operating expenses	3.094	2.678	2.624	2.698	2.766
	Transfer to Capital	3.100	0.969	0.765	0.876	0.540
		6.192	3.623	3.367	3.553	3.284
Tree Planting	Revenue	-	0.004	0.004	0.004	0.004
	Operating expenses	1.422	1.735	1.791	1.828	1.859
	Transfer to Capital	-	0.383	0.292	0.412	0.141
		1.422	2.115	2.079	2.236	1.997
Tree Pruning & Removal	Revenue	-	0.025	0.025	0.025	0.025
	Operating expenses	4.735	4.613	4.759	4.860	4.944
	Transfer to Capital	0.193	0.325	0.247	0.349	0.241
		4.928	4.914	4.982	5.185	5.161
Dutch Elm Disease Control	Revenue	1.000	1.019	1.019	1.019	1.019
	Operating expenses	5.081	4.905	5.019	5.142	5.242
	Transfer to Capital	-	0.325	0.247	0.349	0.241
		4.081	4.212	4.248	4.473	4.465
Weed Control	Revenue	0.087	0.092	0.093	0.095	0.096
	Operating expenses	0.801	0.894	0.936	0.954	0.976
	Transfer to Capital	-	-	-	-	-
		0.713	0.802	0.843	0.859	0.879
Natural Areas Management	Revenue	0.016	0.043	0.043	0.043	0.043
	Operating expenses	0.781	0.947	0.919	0.950	0.980
	Transfer to Capital	-	-	-	-	-
		0.765	0.904	0.875	0.907	0.937
Playground Management	Revenue	-	0.006	0.006	0.006	0.006
	Operating expenses	0.872	0.767	0.768	0.782	0.796
	Transfer to Capital	-	1.072	0.815	1.149	0.795
		0.872	1.834	1.577	1.925	1.585

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Winter Amenity Maintenance	Revenue	-	0.008	0.008	0.008	0.008
	Operating expenses	1.148	1.259	1.267	1.297	1.322
	Transfer to Capital	-	-	-	-	-
		1.148	1.251	1.259	1.289	1.314
Boulevard Maintenance	Revenue	-	0.013	0.013	0.013	0.013
	Operating expenses	2.830	2.689	2.728	2.796	2.846
	Transfer to Capital	-	-	-	-	-
		2.829	2.676	2.715	2.782	2.833
Mill Rate Support/(Contribution)		**37.667**	**38.175**	**37.966**	**39.744**	**38.157**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Land Dedication Reserve	7.307	7.540	7.421	7.353	7.285

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	9.291	39.413	48.704

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	2013	2014	2015
Kildonan (39.49 hectares)			
Days Open	169	175	198
Total Rounds	28,753	27,631	27,740
Windsor (46.13 hectares)			
Days Open	153	161	191
Total Rounds	22,500	20,058	23,570
Crescent Drive (15.39 hectares)			
Days Open	156	148	177
Total Rounds	13,936	13,562	16,353
Harbour View (12.8 hectares)			
Days Open	164	180	199
Total Rounds	13,298	10,083	11,000

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 $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	2.551	2.688	3.222		2.723	2.839
Grant from the City	0.970	0.750	0.462		0.861	1.793
Provincial funding (service specific)	0.023	0.024	0.024		0.024	0.025
Revenues	**3.544**	**3.462**	**3.707**	**1**	**3.608**	**4.657**
Salaries and benefits	1.341	1.506	1.557		1.599	1.635
Services	0.704	0.605	0.725		0.738	0.752
Materials, parts and supplies	0.208	0.182	0.220		0.224	0.229
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.234	0.285	0.439		0.329	0.321
Grants, transfers and other	0.189	0.172	0.033		0.033	0.034
Recoveries	(0.024)	-	-		-	-
Operating expenses	**2.653**	**2.750**	**2.973**		**2.923**	**2.971**
Transfer to Capital	-	-	-		-	1.000
Total Expenses	**2.653**	**2.750**	**2.973**	**2**	**2.923**	**3.971**
Surplus/(Deficit)	**0.891**	**0.712**	**0.734**		**0.685**	**0.687**
Full-time Equivalent Positions	**22**	**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 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in transfer from Golf Course Reserve Fund	0.181
Increase in green fee revenue	0.178
Increase in fixed asset rental	0.065
Increase in equipment rental revenue	0.052
Increase in transfer from Land Dedication Reserve Fund	0.050
Decrease in transfer from General Revenue Fund	(0.288)
Miscellaneous adjustments	0.007
	0.245

2 Expenses

Increase in debt and finance charges	0.154
Increase in service costs	0.120
Increase in salaries and benefits	0.051
Decrease in transfer to Golf Course Reserve Fund	(0.148)
Miscellaneous adjustments	0.046
	0.223

Golf Services (SOA)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Golf Course Reserve	0.453	0.452	-	-	-

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	-	1.000	1.000

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	2013	2014	2015
No. of Service Requests	16,460	14,717	14,384
No. of Service Requests per By-Law Officer	712	654	633
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits*	24,128	30,060	29,752
No. of Vacant Buildings as at January 1**	397	390	358
No. of Vacant Buildings Added to the List During the Year	186	144	289
No. of Vacant Buildings Removed from the List During the Year	193	176	180
No. of Vacant Buildings as at December 31	390	358	467
No. of Compliance Orders Issued	6,118	6,046	6,158
No. of Common Offence Notices Served (Tickets)	564	455	329
No. of Property Clean-Ups Conducted by the Public Service	287	286	349
No. of Business Types Regulated***	27	27	27
No. of Business Licenses Issued****	5,285	4,887	1,186
No. of Taxi Cab Licenses Issued	748	775	798
No of Crisis Response/Resource Connection/Information Referrals Responded to	537	497	403
No. of Emergencies Responded/No. of Individuals Impacted	6 / 116	4 / 250	8 / 58

* The increase in Officer/By-law Support Worker visits in 2014 and 2015 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.

*** Effective April 1, 2015, the number of business types regulated has been reduced to 15 due to end of Public Health Licensing Services agreement with the Province of Manitoba.

**** The number of business licenses issued does not include taxi cab licenses. The number of licenses issued is significantly lower in 2015 due to end of Public Health Licensing Services agreement with the Province of Manitoba.

Community Liveability

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.081	0.842	0.882		0.882	0.882
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.081**	**0.842**	**0.882**	**1**	**0.882**	**0.882**
Salaries and benefits	3.064	3.266	3.289		3.402	3.481
Services	0.569	0.569	0.570		0.570	0.569
Materials, parts, and supplies	0.045	0.071	0.066		0.068	0.067
Assets and purchases	0.010	0.021	0.018		0.020	0.019
Debt and finance charges	0.015	0.018	0.018		0.018	0.018
Grants, transfers and other	1.143	1.135	1.136		1.136	1.138
Recoveries	(0.284)	(0.201)	(0.168)		(0.168)	(0.156)
Operating expenses	**4.563**	**4.880**	**4.931**		**5.048**	**5.136**
Transfer to Capital	-	-	-		-	-
Total Expenses	**4.563**	**4.880**	**4.931**	**2**	**5.048**	**5.136**
Mill Rate Support/(Contribution)	**3.482**	**4.038**	**4.050**		**4.166**	**4.254**
Full-time Equivalent Positions	**44**	**44**	**43**		**43**	**43**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.040
	0.040

2 Expenses

Increase in salaries and benefits	0.023
Miscellaneous adjustments	0.028
	0.051

Full-time Equivalent Positions

Decrease due to refinement of service based view.

Community Liveability

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Community Health Inspection	Revenue	0.184	-	-	-	-
	Operating expenses	0.111	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		(0.073)	-	-	-	-
Community By-law Enforcement	Revenue	0.820	0.760	0.800	0.800	0.800
	Operating expenses	3.377	3.735	3.781	3.886	3.965
	Transfer to Capital	-	-	-	-	-
		2.557	2.975	2.981	3.087	3.166
Bicycle Recovery	Revenue	0.077	0.082	0.082	0.082	0.082
	Operating expenses	0.153	0.186	0.191	0.193	0.195
	Transfer to Capital	-	-	-	-	-
		0.076	0.104	0.109	0.111	0.113
Citizen Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.162	0.190	0.188	0.194	0.199
	Transfer to Capital	-	-	-	-	-
		0.162	0.190	0.188	0.194	0.199
Social Grants	Revenue	-	-	-	-	-
	Operating expenses	0.760	0.769	0.772	0.775	0.777
	Transfer to Capital	-	-	-	-	-
		0.760	0.769	0.772	0.775	0.777
Mill Rate Support/(Contribution)		**3.482**	**4.038**	**4.050**	**4.166**	**4.254**

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	2013	2014	2015
Number of Items Circulated	5,330,496	5,211,846	5,242,048
Number of Information Questions Answered*	333,841	186,035	182,270
Number of Library Material Holdings**	1,289,209	1,284,883	1,433,135
Number of Library Programs	3,350	3,803	4,320
Number of Attendees at Programs	80,382	91,145	98,035
Number of Computer Bookings***	525,858	529,923	464,571
Number of Visits to Library Website	8,949,159	10,499,707	13,020,253
Number of Annual In-person Visits	2,736,059	2,861,674	2,958,826

* Beginning in 2014, new tracking software was used. Results reflect true information questions.

** The increase in holdings is due primarily to an increase in the materials budget and a decrease in the removal of outdated/worn material.

*** Number of computer bookings has decreased due to increased customer use of personal mobile devices and availability of free wireless in library branches.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.843	0.924	0.918		0.918	0.918
Provincial funding (service specific)	2.010	2.010	2.054		2.054	2.054
Revenues	**2.853**	**2.934**	**2.972**	**1**	**2.972**	**2.972**
Salaries and benefits	16.332	16.961	17.163		17.778	18.299
Services	1.193	1.219	1.228		1.228	1.227
Materials, parts, and supplies	0.289	0.309	0.312		0.314	0.314
Assets and purchases	3.161	3.158	3.155		3.156	3.156
Debt and finance charges	1.041	0.683	1.373		1.498	1.495
Grants, transfers and other	7.918	8.013	8.268		8.640	8.853
Recoveries	(0.081)	(0.157)	(0.164)		(0.168)	(0.172)
Operating expenses	**29.853**	**30.187**	**31.336**		**32.445**	**33.172**
Transfer to Capital	1.464	0.860	0.732		0.931	1.965
Total Expenses	**31.317**	**31.047**	**32.068**	**2**	**33.376**	**35.138**
Mill Rate Support/(Contribution)	**28.464**	**28.114**	**29.096**		**30.405**	**32.166**
Full-time Equivalent Positions	**285**	**286**	**285**		**285**	**285**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Increase Provincial grants	0.044
Miscellaneous adjustments	(0.006)
	0.038

2 Expenses

Increase in debt and finance charges related to the Library Redevelopment Strategy	0.690
Increase in facility charges	0.255
Increase in salaries and benefits	0.202
Transfer to Capital	(0.128)
Miscellaneous adjustments	0.002
	1.021

Full-time Equivalent Positions

Decrease of approximately 1 FTE for the transfer of the Bilingual Service Center to Organizational Support Services and refinement of service based view.

Libraries

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Library Circulation	Revenue	2.006	1.760	1.783	1.783	1.783
	Operating expenses	17.132	17.468	18.223	18.846	19.255
	Transfer to Capital	0.628	0.292	0.249	0.345	0.697
		15.754	16.000	16.688	17.408	18.169
Library Information	Revenue	0.529	0.733	0.743	0.743	0.743
	Operating expenses	8.332	8.376	8.650	8.971	9.183
	Transfer to Capital	0.443	0.284	0.242	0.299	0.640
		8.247	7.926	8.149	8.527	9.080
Children's Library	Revenue	0.317	0.440	0.446	0.446	0.446
	Operating expenses	4.388	4.344	4.463	4.628	4.735
	Transfer to Capital	0.393	0.284	0.242	0.288	0.629
		4.464	4.187	4.259	4.470	4.918
Mill Rate Support/(Contribution)		**28.464**	**28.114**	**29.096**	**30.405**	**32.166**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	3.244	36.082	39.326

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	2013	2014	2015
Film, Culture, and Special Events			
Visitors Attending Festivals (Source: Winnipeg Arts Council)	1,103,805	1,235,621	1,196,895
Visitors Attending Cultural Events (Source: Winnipeg Arts Council)	2,587,514	2,747,613	2,996,374
Manitoba Value in Film Industry (Source: Manitoba Film & Sound)	$108.8 million	$106.0 million	$101 million
Special Events Held in Winnipeg	335	362	389
Number of Full Length Feature Films Filmed in Winnipeg	13	13	10

Arts, Entertainment and Culture

Contributing Departments

Community Services	64 %
City Clerks	30 %
Museums	4 %
CAO Office	2 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.472	0.451	0.461		0.476	0.488
Services	0.053	0.048	0.037		0.037	0.037
Materials, parts and supplies	0.011	0.016	0.006		0.006	0.006
Assets and purchases	0.001	-	-		-	-
Debt and finance charges	1.547	1.589	1.668		1.664	1.660
Grants, transfers and other	17.031	17.856	18.111		18.289	18.669
Recoveries	(0.006)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**19.110**	**19.958**	**20.282**		**20.471**	**20.858**
Transfer to Capital	9.318	6.092	0.978		5.123	5.123
Total Expenses	**28.428**	**26.050**	**21.260**	**2**	**25.594**	**25.981**
Mill Rate Support/(Contribution)	**28.428**	**26.050**	**21.260**		**25.594**	**25.981**
Full-time Equivalent Positions	**7**	**6**	**6**		**6**	**6**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

n/a

2 Expenses

Transfer to Capital	(5.114)
Completion of three year commitment to the Winnipeg Foundation's Nourishing Potential Fund in 2016.	(0.083)
Increase in operating grant for Assiniboine Park Conservancy (2016 - $10,512,000; 2017 - $10,840,000)	0.328
Increase in debt and finance charges	0.079
Increase in salaries and benefits	0.010
Miscellaneous adjustments including non recurring grants	(0.010)
	(4.790)

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	4.712	6.406	6.313	6.113	6.113
	Transfer to Capital	-	-	-	-	-
		4.712	6.406	6.313	6.113	6.113
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.405	0.397	0.406	0.417	0.425
	Transfer to Capital	-	-	-	-	-
		0.405	0.397	0.406	0.417	0.425
Museums	Revenue	-	-	-	-	-
	Operating expenses	1.031	1.031	1.031	1.031	1.031
	Transfer to Capital	-	-	-	-	-
		1.031	1.031	1.031	1.031	1.031
Assiniboine Park Conservancy	Revenue	-	-	-	-	-
	Operating expenses	12.962	12.125	12.532	12.910	13.289
	Transfer to Capital	9.318	6.092	0.978	5.123	5.123
		22.280	18.217	13.510	18.033	18.412
Mill Rate Support/(Contribution)		**28.428**	**26.050**	**21.260**	**25.594**	**25.981**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	6.373	18.746	25.119

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	2013	2014	2015
No. of hectares larvicided with biorational insecticides	15,114*	18,344*	29,118*
No. of hectares larvicided with chemical insecticides	3,864	4,714	0**
No. of hectares larvicided by aircraft	10,209	15,350	19,894
No. of hectares larvicided by ground-based operations	8,769	7,728	9,224
No. of hours committed to larval mosquito surveillance	28,544	24,941	32,500
No. of hectares fogged for adult nuisance mosquito control	24,913	90,475	51,543
No. of trap nights for adult mosquito surveillance	4,917	5,016	5,624
No. of boulevard and parkland trees treated for defoliator insects	15,966	1,270	15,138
No. of parkland trees treated for the control of Elm Bark beetle	74,406	86,134	54,821
No. of stumps treated for the control of Elm Bark beetle	3,047	4,326	3,768
No. of 311 inquiries	3,505	5,181	5,535
No. of website visits	249,562	351,998	350,941

* 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.

** As part of the Insect Control Strategy, larviciding was completely biorational in 2015.

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.078	0.707	0.407		0.007	0.007
Provincial funding (service specific)	2.300	2.300	2.300		2.300	2.300
Revenues	**3.378**	**3.007**	**2.707**	**1**	**2.307**	**2.307**
Salaries and benefits	4.848	4.029	4.301		4.425	4.533
Services	2.226	3.240	3.257		3.250	3.260
Materials, parts, and supplies	2.892	2.648	2.615		2.620	2.623
Assets and purchases	0.159	0.136	0.136		0.136	0.136
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	2.393	0.112	0.112		0.113	0.113
Recoveries	(1.140)	(0.149)	(0.149)		(0.149)	(0.149)
Operating expenses	**11.379**	**10.016**	**10.272**		**10.395**	**10.516**
Transfer to Capital	0.299	-	-		-	-
Total Expenses	**11.678**	**10.016**	**10.272**	**2**	**10.395**	**10.516**
Mill Rate Support/(Contribution)	**8.299**	**7.009**	**7.565**		**8.088**	**8.209**
Full-time Equivalent Positions	**72**	**68**	**68**		**68**	**68**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Transfer from Insect Control Reserve	(0.300)
	(0.300)

2 Expenses

Increase in salaries and benefits	0.272
Miscellaneous adjustments	(0.016)
	0.256

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Insect Control Reserve	2.654	2.480	2.081	2.082	2.083

Animal Services (SOA)

Description

To provide animal control measures under the Responsible Pet Ownership By-Law. The Agency's service consists of four sub-service areas:

- Licensing: Animal licensing and 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. Increase customer service and satisfaction.
2. Improve health and safety of neighbourhoods.
3. Improve the Agency's public image.

Service Level Statistics

Description	2013	2014	2015
Number of requests for service	12,162	10,233	10,606
Number of dogs impounded	1,317	1,108	995
Number of dogs adopted	363	371	292
Number of dogs returned to owners by the Animal Services Agency	692	671	585
Number of licensed pets reunited with their owner by 311*	856	646	592
Number of dogs sent to rescues	152	61	88
Number of dogs euthanized	70	52	41
Number of biting dog complaints**	402	269	260
Number of biting dogs quarantined	100	71	63
Number of dogs running at large complaints	2,755	2,505	1,965
Number of cats running at large complaints	487	374	484
Number of current dog licenses***	46,072	42,231	48,671
Number of current cat licenses****	n/a	n/a	22,898
Number of by-law charges laid	1,283	795	1,206

* 311 reunites dogs and cats wearing licenses with their owners 24/7.

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

*** 2013/2014 were restated to more accurately reflect the number of current dog licenses.

**** The Cat Licensing Program was implemented January 1, 2015.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	2.398	2.472	2.450		2.501	2.550
Grant from the City	1.404	1.379	1.320		1.320	1.320
Provincial funding (service specific)	0.029	0.028	0.029		0.030	0.030
Revenues	**3.831**	**3.880**	**3.799**	**1**	**3.850**	**3.899**
Salaries and benefits	1.607	1.772	1.824		1.893	1.945
Services	0.655	0.752	0.681		0.691	0.699
Materials, parts and supplies	0.107	0.173	0.138		0.140	0.140
Assets and purchases	0.003	0.003	0.048		0.008	0.008
Debt and finance charges	0.068	0.055	0.057		0.058	0.058
Grants, transfers and other	0.916	1.030	1.082		1.082	1.082
Recoveries	-	-	-		-	-
Expenses	**3.356**	**3.785**	**3.830**	**2**	**3.873**	**3.933**
Surplus/(Deficit)	**0.475**	**0.095**	**(0.031)**		**(0.022)**	**(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 2017 Change from 2016

(in millions of $)

1 Revenues

Decrease in transfer from the General Revenue Fund in accordance with the Responsible Pet Ownership By-Law	(0.059)
Net decrease in regulation revenue	(0.024)
Miscellaneous adjustments	0.002
	(0.081)

2 Expenses

Increase in salaries and benefits	0.052
Increase in grants in support of expanded cat spay and neuter program	0.052
Decrease in licence sales commissions	(0.060)
Miscellaneous adjustments	0.001
	0.045

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	2013	2014	2015
Tax Supported Operating Budget	$923 million	$969 million	$994 million
Utility Operating Budget (expenditures)	$490 million	$511 million	$534 million
Special Operating Agencies Operating Budget (expenditures)	$66 million	$69 million	$75 million
Capital Budget	$375 million	$379 million	$561 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	52.2%	51.8%	54.2%
Average Annual Headcount	10,143	10,206	10,253
Average Age of City Employees / Average Years of Service	42 / 12.3	42 / 12.2	41.5 / 12.0
Number of Workers Compensation Claims	1,107	1,089	1,087
Pieces of Mail Processed	3.6 million	3.8 million	3.5 million
Number of News Releases	424	489	387
Translation - Words Translated	160,027	219,049*	193,216
Website Visits	19.5 million	22.3 million	26.8 million
E-mail Accounts	7,146	7,352	7,667
By-laws Passed	149	140	114
By-law Court Guilty Pleas and Default Convictions	2,075	1,625	1,286

* Significant increase due to the civic election.

Organizational Support Services

Contributing Departments

Corporate Support Services	63 %
Corporate Finance	21 %
Other	16 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.855	0.859	0.899		0.936	0.936
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.855**	**0.859**	**0.899**	**1**	**0.936**	**0.936**
Salaries and benefits	30.789	34.253	36.182		36.564	37.351
Services	4.074	4.290	4.418		4.396	4.461
Materials, parts and supplies	2.944	3.630	3.795		4.035	4.078
Assets and purchases	0.920	0.528	0.495		0.497	0.491
Debt and finance charges	0.238	0.220	0.204		0.197	0.190
Grants, transfers and other	2.564	4.046	3.265		3.296	3.345
Recoveries	(5.372)	(6.538)	(7.926)		(7.207)	(6.882)
Operating expenses	**36.158**	**40.429**	**40.432**		**41.777**	**43.034**
Transfer to Capital	2.794	3.874	3.245		3.362	1.651
Total Expenses	**38.952**	**44.303**	**43.677**	**2**	**45.139**	**44.685**
Mill Rate Support/(Contribution)	**38.097**	**43.444**	**42.778**		**44.203**	**43.749**
Full-time Equivalent Positions	**336**	**363**	**377**		**369**	**367**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.040
	0.040

2 Expenses

Increase in recoveries for salaries and benefits from other funds	(1.059)
Non-recurring increase in 2016 for the Computer Replacement Reserve (City-wide Critical Systems component)	(0.728)
Transfer to Capital	(0.629)
Increase in recoveries due to transfer of Bilingual Service Centre to Production Services	(0.142)
Increase in salaries and benefits for additional positions fully recovered from other funds	1.059
Increase in salaries and benefits excluding additional positions temporarily recovered from other funds	0.748
Increase in expenses due to transfer of Bilingual Service Centre to Production Services	0.189
Miscellaneous adjustments	(0.064)
	(0.626)

Organizational Support Services

Full-time Equivalent Positions

Increase of 14 FTEs: 5.75 FTEs annualized from 2016 (primarily Information Technology Management and Communications); 3 FTEs transferred for the Bilingual Service Centre; 4 FTEs in Corporate Support Services (2 for Asset Management, 3 temporary FTEs to be recovered from capital, offset by 1 deleted position) and 1 FTE in Corporate Finance for procurement.

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Chief Administrative Offices	Revenue	0.000	-	-	-	-
	Operating expenses	1.345	1.526	1.906	1.958	2.000
	Transfer to Capital	-	-	-	-	-
		1.345	1.526	1.906	1.958	2.000
Communications	Revenue	-	-	-	-	-
	Operating expenses	0.985	1.315	1.581	1.641	1.695
	Transfer to Capital	-	-	-	-	-
		0.985	1.315	1.581	1.641	1.695
Financial Management	Revenue	0.283	0.063	0.100	0.138	0.138
	Operating expe		9.016	9.073	9.378	9.638
	Transfer to Cap		-	-	-	-
			8.953	8.973	9.240	9.500
Human Resource Management	Revenue		-	-	-	-
	Operating expe		6.412	6.014	6.166	6.300
	Transfer to Cap		-	-	-	-
		6.198	6.412	6.014	6.166	6.300
Info Technology Management	Revenue	0.147	0.146	0.146	0.146	0.146
	Operating expenses	15.622	17.734	17.374	18.026	18.533
	Transfer to Capital	2.494	3.874	3.245	3.362	1.651
		17.969	21.462	20.473	21.242	20.038
Legal Services	Revenue	0.425	0.651	0.653	0.653	0.653
	Operating expenses	2.955	3.183	3.078	3.162	3.383
	Transfer to Capital	-	-	-	-	-
		2.530	2.533	2.426	2.510	2.731
Production Services	Revenue	-	-	-	-	-
	Operating expenses	1.025	1.243	1.405	1.446	1.485
	Transfer to Capital	-	-	-	-	-
		1.025	1.243	1.405	1.446	1.485
Mill Rate Support/(Contribution)		**38.097**	**43.444**	**42.778**	**44.203**	**43.749**

Return to Financial Summary

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	4.509	16.639	21.148

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	2013	2014	2015
Budgeted Revenue:			
Property tax	$484.2 million	$510.6 million	$529.2 million
Business tax	$58.3 million	$59.7 million	$58.4 million
Other taxation	$20.3 million	$25.4 million	$24.3 million
Property Tax:			
Residential properties	204,307	207,921	210,588
Non-residential properties	13,844	13,940	13,665
% Residential	93.7%	93.7%	93.9%
% Non-residential	6.3%	6.3%	6.1%
Total market value assessment	$69.1 billion	$74.8 billion	$76.1 billion
Total taxable portioned assessment	$31.7 billion	$36.2 billion	$36.9 billion
% Residential	73.2%	73.8%	73.9%
% Non-residential	26.8%	26.2%	26.1%
Number of real and personal property assessment notices produced	23,060	214,673*	27,048
Business tax:			
Number of businesses	15,799	15,729	15,397
Collections:			
Current	97.2%	97.5%	97.2%
Arrears	64.0%	58.8%	60.0%

* General Reassessment

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 84 %
Corporate Accounts 16 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Property Taxation	529.429	549.345	569.316		586.224	600.656
Business Taxation	58.366	57.267	57.484		57.496	57.506
Other Taxation	24.198	24.955	25.341		26.080	26.974
Provincial grants	68.131	68.113	68.488		68.647	68.808
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000
Utility Dividend	30.732	31.969	35.595		38.215	40.492
Transfers from Other City Funds	13.984	22.360	15.560		0.060	0.060
Other corporate revenue (primarily tax penalty interest and general government charges)	26.048	27.554	28.450		26.889	26.904
Revenues	**766.888**	**797.563**	**816.234**	**1**	**819.612**	**837.401**
Salaries and benefits	(0.470)	0.281	1.201		12.569	14.754
Services	3.830	3.778	3.935		3.738	3.983
Materials, parts and supplies	0.255	0.384	0.395		0.387	0.407
Assets and purchases	0.017	0.031	0.028		0.028	0.031
Debt and finance charges	(2.242)	2.481	2.654		2.796	2.953
Grants, transfers and other	30.534	15.699	17.519		29.861	39.241
Recoveries	(3.471)	(0.499)	(0.499)		(0.499)	(0.507)
Operating expenses	**28.452**	**22.155**	**25.233**		**48.880**	**60.861**
Transfer to Capital	1.350	0.031	(0.530)		0.920	0.950
Total Expenses	**29.802**	**22.186**	**24.703**	**2**	**49.800**	**61.811**
Mill Rate Support/(Contribution)	**(737.086)**	**(775.377)**	**(791.532)**		**(769.812)**	**(775.590)**
Full-time Equivalent Positions	**139**	**143**	**136**		**136**	**136**

Assessment, Taxation and Corporate

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues	
Net increase in municipal property tax revenue due to growth in the assessment base, a 2.33% property tax increase, and impact of tax credit programs	20.528
Utility dividend	3.626
Increase in tax penalty interest revenue	1.500
Non-recurring settlement	1.000
Winnipeg Parking Authority dividend	0.500
Increase in provincial support grant	0.375
Increase in electricity and gas tax revenue	0.290
Net increase in business tax revenue due to impact of tax credit programs	0.217
Transfer from the General Purpose Reserve	(6.800)
Fleet Management Agency dividend	(1.400)
Decrease in net taxes added for Added Value Program	(0.556)
Decrease in Capital Construction Interest revenue	(0.500)
Miscellaneous adjustments	(0.109)
	18.671
2 Expenses	
Corporate accounts including risk management and efficiency savings held corporately	2.670
One-time value-in-kind grant for the 2017 Canada Summer Games	0.295
Increase in debt and finance charges	0.173
Increase in provincial payroll tax	0.159
Increase in salaries and benefits	0.145
Transfer to Capital	(0.561)
Decrease in salaries and other expenditures due to Added Value Program	(0.489)
Net decrease in sick leave and special severance pay	(0.169)
Miscellaneous adjustments	0.294
	2.517

Full-time Equivalent Positions

Decrease of 7 FTEs in Assessment & Taxation due to reduction of temporary positions from the 2016 Added Value Program.

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Assessment and Taxation	Revenue	628.791	651.088	673.002	690.583	705.934
	Operating expenses	14.140	19.386	19.386	19.743	20.418
	Transfer to Capital	1.350	0.600	1.470	0.920	0.950
		(613.301)	(631.102)	(652.146)	(669.920)	(684.566)
Corporate	Revenue	138.097	146.476	143.232	129.029	131.467
	Operating expenses	14.312	2.770	5.847	29.137	40.443
	Transfer to Capital	-	(0.569)	(2.000)	-	-
		(123.785)	(144.275)	(139.385)	(99.892)	(91.024)
Mill Rate Support/(Contribution)		**(737.086)**	**(775.377)**	**(791.532)**	**(769.812)**	**(775.590)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2015 Actual	2016 Forecast	2017 Preliminary Budget	2018 Projection	2019 Projection
Commitment Reserve	4.685	2.641	2.784	2.577	2.520
Computer Replacement Reserve	1.260	0.308	0.736	1.401	0.521
Destination Marketing Reserve	10.677	12.129	13.593	15.098	16.644
Financial Stabilization Res	75.632	71.085	66.512	66.911	67.312
General Purpose Reserve	16.440	9.556	0.059	0.059	0.059
Insurance Reserve	0.509	1.810	1.811	1.812	1.813
Workers Compensation Reserve	4.748	4.410	3.412	3.413	3.414

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	0.870	1.570	2.440

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 service request routing and tracking to ensure accountability to citizens.

Service Level Statistics

Description	2013	2014*	2015
Total Calls Received	1,867,322	1,510,348	1,287,592
Total Calls Answered	1,515,970	1,037,811	961,310
Number of Service Requests	436,115	419,080	396,267
Number of Information Requests	1,210,139	869,508	853,065
Number of Emails	74,275	105,471	92,983
Average Talk Time (in minutes)	3:48	3:32	3:52
Average Wait Time (in minutes)	2:02	4:19	5:22
Number of Self Service Online	1,321	2,869	1,627
Number of Mobile App Interactions**	646	1,343	851
Number of In-person Interactions**	10,688	29,081	21,393

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.

* The civic election in 2014 affected inbound calls, emails and online interactions.

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

Contact Centre - 311

Contributing Departments

Corporate Support Services 100 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	1.448	1.449	1.450		1.451	1.452
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.448**	**1.449**	**1.450**	**1**	**1.451**	**1.452**
Salaries and benefits	4.760	5.020	5.107		5.244	5.360
Services	0.161	0.614	0.614		0.614	0.614
Materials, parts, and supplies	0.013	0.020	0.020		0.020	0.020
Assets and purchases	0.002	0.007	0.007		0.007	0.007
Debt and finance charges	0.003	0.001	0.001		0.001	0.001
Grants, transfers and other	0.271	0.299	0.414		0.414	0.414
Recoveries	(0.012)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**5.197**	**5.949**	**6.151**		**6.288**	**6.404**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.197**	**5.949**	**6.151**	**2**	**6.288**	**6.404**
Mill Rate Support/(Contribution)	**3.749**	**4.500**	**4.701**		**4.837**	**4.951**
Full-time Equivalent Positions	**97**	**87**	**86**		**86**	**86**

Explanation of 2017 Change from 2016

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Miscellaneous adjustments	0.202
	0.202

Full-time Equivalent Positions

Decrease due to 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	2013	2014	2015
Audit Committee Meetings	3	3	6
Audit Projects Completed			
Assurance Projects*	6	6	21
Advisory Projects*	8	5	13
Investigation Projects	11**	7**	32
Projects in Process	10**	11**	14

* Quarterly Report Cards were recategorized from advisory to assurance in January 2015 for enhancements made to the reporting processes. The increase in number of projects is due to 2014 quarterly reports being released in 2015 and separate quarterly reports for three prior projects.

** Investigation Projects and Projects in Process have been restated for a change in methodology to include hotline reports received.

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 Open Government, 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	2013	2014	2015
Total Committee meetings held	381	369	337
Public Council / Standing Committee meetings undertaken	113	103	103
Committee Meeting videos - live streamed & posted*	n/a	n/a	194
Board of Revision appeals filed	4,880	496	6,527
Board of Revision hearings	292	155	265
Board of Adjustment meetings	23	21	25
Board of Adjustment orders issued	376	394	285
Appeal Committee hearings	100	84	117
Decision Making Information System site visits	65,092,422	69,123,471	57,309,462
Decision Making Information System documents posted	852	861	844
FIPPA requests processed	867	992**	993
Records requested from Records Centre	1,232	1,257	1,184
Records requested from Archives	1,639***	1,465***	2,423
In-person visits to Archives	720***	277***	389
Mail and phone inquiries processed by Archives	587***	847***	1,021
Public tours	37***	25	22
Archival exhibits	2***	6***	3
Records transferred to Archives/Records Centre	1,704***	803***	1,319
Records destroyed - By-law 86/2010 (Cu. Ft.)	900***	940***	377
Visits to Archives Website	11,373	34,494	39,514

* Service started in 2015.

** Restated for 2014 to correct a reporting error.

*** The Archives building at 380 William Avenue was closed from June 2013 to June 10, 2014 and researcher services were limited.

Council Services

Contributing Departments

City Clerk's	52 %
Council	23 %
Mayor's Office	11 %
Audit	9 %
Policy & Strategic Initiatives	5 %

Operating Budget (in millions of $)	2015 Actual	2016 Budget	2017 Preliminary Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	0.928	0.114	0.531		0.111	0.531
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.928**	**0.114**	**0.531**	**1**	**0.111**	**0.531**
Salaries and benefits	6.458	7.269	7.412		8.557	7.763
Services	2.445	3.146	3.207		5.205	3.237
Materials, parts, and supplies	0.157	0.154	0.165		0.247	0.165
Assets and purchases	0.045	0.033	0.023		0.123	0.023
Debt and finance charges	0.705	0.687	0.687		(2.259)	0.753
Grants, transfers and other*	1.872	1.736	1.739		2.439	1.739
Recoveries	(0.155)	(0.100)	(0.100)		(0.958)	(0.100)
Operating expenses	**11.528**	**12.926**	**13.132**		**13.353**	**13.579**
Transfer to Capital	1.750	1.750	2.100		1.450	1.000
Total Expenses	**13.278**	**14.676**	**15.232**	**2**	**14.803**	**14.579**
Mill Rate Support/(Contribution)	**12.349**	**14.562**	**14.701**		**14.692**	**14.048**
Full-time Equivalent Positions	**90**	**78**	**78**		**85**	**78**

** 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 2017 Change from 2016

(in millions of $)

1 Revenues

Increase in revenue primarily due to Board of Revision appeals filing fee revenue	0.405
Miscellaneous adjustments	0.012
	0.417

2 Expenses

Transfer to Capital	0.350
Increase in services, salaries and benefits due to cyclical appeals hearings	0.118
Increase in salaries and benefits	0.114
Miscellaneous adjustments	(0.026)
	0.556

Council Services

Service Detail Sub-services (in millions of $)		2015 Actual	2016 Budget	2017 Preliminary Budget	2018 Projection	2019 Projection
Auditing	Revenue	-	-	-	-	-
	Operating expenses	0.795	1.368	1.379	1.408	1.433
	Transfer to Capital	-	-	-	-	-
		0.795	1.368	1.379	1.408	1.433
Mayor and Council	Revenue	0.007	-	-	-	-
	Operating expenses	5.047	5.471	5.488	5.539	5.603
	Transfer to Capital	-	-	-	-	-
		5.040	5.471	5.488	5.539	5.603
Archives-City Clerks	Revenue	0.005	-	-	-	-
	Operating expenses	0.584	0.732	0.740	0.765	0.785
	Transfer to Capital	-	-	-	-	-
		0.580	0.732	0.740	0.765	0.785
Elections-City Clerks	Revenue	-	-	-	-	-
	Operating expenses	0.908	0.687	0.687	0.753	0.753
	Transfer to Capital	-	-	-	-	-
		0.908	0.687	0.687	0.753	0.753
Citizen Access and Appeals	Revenue	0.908	0.070	0.475	0.055	0.475
	Operating expenses	0.688	0.683	0.800	0.725	0.845
	Transfer to Capital	-	-	-	-	-
		(0.221)	0.613	0.325	0.670	0.370
Council Support-City Clerks	Revenue	0.008	0.044	0.056	0.056	0.056
	Operating expenses	3.022	3.178	3.225	3.350	3.347
	Transfer to Capital	1.750	1.750	2.100	1.450	1.000
		4.763	4.884	5.269	4.744	4.291
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.484	0.807	0.812	0.813	0.813
	Transfer to Capital	-	-	-	-	-
		0.484	0.807	0.812	0.813	0.813
Mill Rate Support/(Contribution)		**12.349**	**14.562**	**14.701**	**14.692**	**14.048**

Additional Financial Information

Capital Budget	2017 Preliminary	2018 - 2022 Forecast	6 Year Total
(In millions of $)	1.200	6.850	8.050

Winnipeg

The City of Winnipeg

Appendices

2017 Preliminary
Operating and Capital Budget

THE CITY OF WINNIPEG

2017 Preliminary Operating Budget and 2018 and 2019 Projections

TAX SUPPORTED SUMMARY

	2016 Adopted Budget	2017 Preliminary Budget	Variance[1] $	Variance %		2018 Projection	2019 Projection
Revenue:							
Property tax	$ 549,345,228	**$ 569,316,149**	$ 19,970,921	3.6	1	$ 586,223,675	$ 600,656,354
Business tax	57,267,226	**57,483,732**	216,506	0.4	2	57,496,279	57,506,279
Other taxation	24,955,247	**25,341,419**	386,172	1.5	3	26,080,029	26,973,983
Street renewal frontage levy	62,374,008	**62,837,258**	463,250	0.7	4	63,163,885	63,627,730
Government grants	123,618,578	**127,789,071**	4,170,493	3.4	5	130,363,446	129,421,052
Regulation fees	50,757,683	**59,209,662**	8,451,979	16.7	6	59,029,049	59,954,687
Sale of goods and services	63,169,506	**62,796,207**	(373,299)	(0.6)	7	64,160,172	65,162,213
Interest	17,101,684	**18,101,692**	1,000,008	5.8	8	18,001,702	18,001,711
Transfers from other funds	55,203,239	**41,512,081**	(13,691,158)	(24.8)	9	23,995,516	23,018,258
Other	51,337,486	**55,121,249**	3,783,763	7.4	10	56,244,606	58,549,156
Total Revenue	**$1,055,129,885**	**$ 1,079,508,520**	**$ 24,378,635**	**2.3**		**$ 1,084,758,359**	**$ 1,102,871,423**
Expenditures:							
Departmental:							
Police Service[2]	$ 280,669,573	**$ 288,000,280**	$ 7,330,707	2.6	11	$ 294,999,586	$ 303,216,144
Public Works	215,520,928	**229,990,833**	14,469,905	6.7	12	255,209,447	253,671,003
Fire Paramedic Service	190,273,654	**199,219,481**	8,945,827	4.7	13	211,163,672	216,242,542
Community Services	111,408,533	**114,879,529**	3,470,996	3.1	14	122,684,726	129,154,249
Planning, Property and Development	45,528,018	**45,592,436**	64,418	0.1	15	47,417,537	48,138,477
Water and Waste	30,399,443	**32,292,739**	1,893,296	6.2	16	33,932,399	34,612,075
Street Lighting	12,962,647	**13,398,809**	436,162	3.4	17	14,073,382	14,788,702
Corporate Support Services	37,253,982	**35,995,704**	(1,258,278)	(3.4)	18	37,093,068	36,172,419
Assessment and Taxation	19,985,887	**20,855,802**	869,915	4.4	19	20,662,529	21,367,992
Corporate Finance	9,015,503	**9,073,426**	57,923	0.6	20	9,378,311	9,637,877
City Clerks	14,550,008	**14,946,733**	396,725	2.7	21	14,261,595	13,943,431
Other departments	15,205,821	**16,048,156**	842,335	5.5	22	16,350,584	16,782,606
Sub-total Departmental	$ 982,773,997	**$ 1,020,293,928**	$ 37,519,931	3.8		$ 1,077,226,836	$ 1,097,727,517
Corporate:							
Debt and finance charges	$ 542,945	**$ 567,892**	$ 24,947	4.6	23	$ 484,946	$ 479,546
Taxes	10,576,362	**10,734,993**	158,631	1.5	24	10,896,003	11,059,429
Insurance and damage claims	4,130,682	**3,838,052**	(292,630)	(7.1)	25	3,960,413	4,047,805
Contribution to Transit	69,918,833	**55,125,727**	(14,793,106)	(21.2)	26	67,099,439	78,506,247
Other	(12,812,934)	**(11,052,072)**	1,760,862	13.7	27	13,965,267	25,020,511
Sub-total Corporate	$ 72,355,888	**$ 59,214,592**	$ (13,141,296)	(18.2)		$ 96,406,068	$ 119,113,538
Total Expenditures	**$1,055,129,885**	**$ 1,079,508,520**	**$ 24,378,635**	**2.3**		**$ 1,173,632,904**	**$ 1,216,841,055**
Shortfall	**$ -**	**$ -**	**$ -**			**$ (88,874,545)**	**$ (113,969,632)**

Notes:

1) The variance includes the change in the transfer to capital based on the 2017 capital budget (see Appendix 5).

2) 2016 expenditures restated to $284,354,554 when employer's pension contribution rate increase of 15.63% to 17.94% ($3,684,981) is included, resulting in a year over year increase of 1.3%.

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2017 Compared to 2016

Expl. No.	Explanations		Variance
1	**Property tax**	**$**	**19,970,921**
	2017 property tax revenue reflects a mill rate of 13.063 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%.		
2	**Business tax**		
	2017 business tax rate has been reduced from 5.3% to 5.25%. The small business tax credit program will provide a full rebate in 2017 to businesses with an annual rental value of $32,220 (2016 - $32,220) or less.	$	-
	Economic Development Business Tax Credit and the Heritage Business Tax Credit.		216,506
	Total	**$**	**216,506**
3	**Other taxation**		
	Net increase in Electricity and Natural Gas Tax revenue.	$	290,000
	Miscellaneous taxation revenue.		96,172
	Total	**$**	**386,172**
4	**Street renewal frontage levy**		
	Increase in Street renewal frontage levy revenue for frontage foot growth.	**$**	**463,250**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2017 Compared to 2016

Expl. No.	Explanations		Variance
5	**Government grants**		
	Increase in Provincial/Winnipeg Regional Health Authority (WRHA) funding for the Fire Paramedic Service, including the annualization of the expansion of the community paramedicine service subject to funding approval.		4,015,087
	Increase in Provincial funding for the Police Service related to the auxiliary force cadets, offset with a decrease in funding for the helicopter.		127,211
	Federal grant for the Homelessness Partnering Strategy now recorded in the Housing Rehabilitation Investment Reserve.		(391,200)
	Net increase in other Provincial grants, primarily the Provincial payroll tax refund.		419,395
	Total	**$**	**4,170,493**
6	**Regulation fees**		
	Street cut permit revenue now recorded in the General Revenue Fund as a result of the closure of the General Revenue Enterprises Fund.	$	5,554,435
	Increase in revenue primarily related to the annualization of permit fees for electrical, building, plumbing and sewer, mechanical, as well as fees for zoning adjustments, appeals filing, and sub-division filing, reflecting Council's adoption of the Comprehensive Fee Review of Planning, Development and Building Fees and Charges report (March 23, 2016).		3,337,473
	Increase in alarm permit and renewal revenue based on billing cycle.		409,975
	Fire-code inspection and compliance penalties.		122,059
	Decrease in photo enforcement revenue.		(1,250,000)
	Net increase in other miscellaneous revenue.		278,037
	Total	**$**	**8,451,979**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2017 Compared to 2016

Expl. No.	Explanations		Variance
7	**Sale of goods and services**		
	Decrease in revenue related to legal and administrative agreements.	$	(943,829)
	Decrease in contract police service revenue.		(396,243)
	Increase in Fire Paramedic Service medical response user fee revenue, due to higher projected call volumes.		733,242
	Increase in WRHA fee revenue related to ambulance waiting periods at hospitals.		100,000
	Increase in record searches revenue.		172,606
	Net decrease in other sales of goods and services.		(39,075)
	Total	**$**	**(373,299)**
8	**Interest**		
	Tax penalties interest revenue to reflect actual experience.	$	1,500,000
	Net decrease in other interest income, primarily capital construction interest revenue.		(499,992)
	Total	**$**	**1,000,008**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2017 Compared to 2016

Expl. No.	Explanations		Variance
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- General Purpose Reserve.	$	(6,800,000)
	- Municipal Accommodations.		(5,200,073)
	- General Revenue Enterprises Fund.		(2,433,741)
	- Economic Development Investment Reserve.		(1,400,000)
	- Insect Control Reserve.		(300,000)
	- Sewage Disposal for land drainage.		1,216,780
	- Permit Reserve.		600,000
	- Housing Rehabilitation Investment Reserve, primarily related to the Federal grant for the Homelessness Partnering Strategy.		325,751
	- Perpetual Maintenance Reserves, reclassified to transfers from recoveries.		298,960
	- Net increase in other transfers.		1,165
	Total	**$**	**(13,691,158)**
10	**Other**		
	Utility dividend.	$	3,626,192
	Non-recurring settlement.		1,000,000
	Fleet Management Agency dividend.		(1,400,000)
	Winnipeg Parking Authority dividend.		500,000
	Miscellaneous revenue.		57,571
		$	**3,783,763**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
11	**Police Service**	
	Increase in salaries and benefits, including an increase in employer contribution rate from 15.63% to 17.94% ($3.76 million) for the Police Pension Plan.	$ 8,871,637
	Decrease in expenditure management savings, allocated to other accounts.	2,500,000
	Increase in facilities costs.	1,033,861
	Net increase in fleet costs.	266,888
	Transfer to Capital.	(4,203,000)
	Decrease in costs associated with a decrease in photo enforcement revenue.	(416,667)
	Decrease in purchases related to computer and other equipment and construction and renovation costs.	(982,236)
	Net operational cost increases.	260,224
	Total	**$ 7,330,707**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
12	**Public Works**	
	Increase in expenditures for the street cut program, now included in the General Revenue Fund after the closure of the General Revenue Enterprises Fund in 2016.	$ 5,547,673
	Transfer to Local Street Renewal Reserve.	5,370,000
	Transfer to Regional Street Renewal Reserve.	5,370,000
	Increase in salaries and benefits.	1,397,540
	Increase in funding for the the Transportation Management Centre.	820,000
	Increase in debt and finance charges.	697,713
	Increase in fuel costs.	169,095
	Increase in fleet capital and operating lease costs.	155,910
	Operating impact of automatic vehicle location (AVL) system.	124,359
	Transfer to Capital.	(5,130,000)
	One-time funding in 2016 for a review of the Athletic Field Booking Policies and Fees structure.	(100,000)
	Net operational cost increases.	47,615
	Total	**$ 14,469,905**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
13	**Fire Paramedic Service**	
	Increase in salaries and benefits, including the annualization (6 FTEs) of the expansion of community paramedicine service for the Main Street Project (MSP) and Emergency Paramedics in the Community (EPIC) program, subject to funding confirmation by the WRHA. In addition, 3 new positions for disaster preparedness and response activities have been included.	$ 5,572,837
	Transfer to Capital.	878,000
	Increase in fleet costs, primarily leasing costs to replace aging fire apparatus.	647,958
	The addition of 3 fire prevention inspectors to support a new Fire Prevention By-Law to be considered by Council as a separate report.	398,000
	Increase in Provincial ambulance operating costs.	310,750
	Increase in firefighter turnout gear costs.	292,399
	Increase in expenses related to training and employee certification and licenses.	265,175
	Increase in medical supplies.	176,663
	Net increase in professional services and consultant costs.	158,184
	Net increase in debt and finance charges.	38,608
	Net operational cost increases.	207,253
	Total	**$ 8,945,827**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
14	**Community Services**	
	Increase in transfer to Municipal Accommodations related to capital expenditures.	$ 1,556,106
	Increase in facilities costs.	985,570
	Increase in salaries and benefits, including the addition of 6 positions from Planning, Property and Development for the Homelessness Partnership Strategy, offset by 3 positions for the Bilingual Service Centre transferred to the Chief Administrative Offices.	920,260
	Net increase in debt and finance charges.	590,381
	One-time grant to Louis Riel School Division for the Dakota Collegiate Alumni Field ($350,000) and for the "Dale Bradshaw Outdoor Basketball Court" ($180,000).	530,000
	Grant of $10,840,000 to Assiniboine Park Conservancy (APC).	328,000
	Grant to the University of Winnipeg for the "youthunited@winnipeg" program.	160,000
	Increase in grants to community centres.	122,916
	Grant to the Pan Am Boxing Club.	18,000
	Transfer to Capital.	(1,637,000)
	Non-recurring grant to the United Way of Winnipeg for "Peg" Community Indicators.	(30,000)
	Net operational cost decreases.	(73,237)
	Total	**$ 3,470,996**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
15	**Planning, Property and Development**	
	Increase in salaries and benefits, including the annualization of positions as part of Council's adoption of the Comprehensive Fee Review of Planning, Development and Building Fees and Charges report in 2016, offset by the transfer of 6 positions to Community Services for the Homelessness Partnership Strategy.	$ 860,143
	Decrease in recoveries.	717,290
	Transfer to Capital.	652,000
	Grants for waterways programming, now paid from the General Revenue Fund, due to the closure of the General Revenue Enterprises	65,000
	Transfer to Municipal Accommodations for vacant, common and corporate space.	(1,951,543)
	Decrease in transfer to Golf Services SOA.	(287,859)
	Net operational cost increases.	9,387
	Total	**$ 64,418**
16	**Water and Waste**	
	Transfer to Capital.	$ 1,170,000
	Increase in garbage collection contract costs.	671,900
	Net operational cost increases.	51,396
	Total	**$ 1,893,296**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
17	**Street Lighting**	
	Increase in expenditures due to Manitoba Hydro rate increases, and new installations and upgrades.	**$ 436,162**
18	**Corporate Support Services**	
	Increase in salaries and benefits, mainly temporary positions, offset by the transfer of one position to the Chief Administrative Offices.	$ 893,140
	Net increase in recoveries including salaries and benefits and costs recovered from other funds.	(912,398)
	Non-recurring increase in 2016 for the Computer Replacement Reserve for City-wide essential systems.	(728,332)
	Transfer to Capital.	(629,000)
	Non-recurring top up amount to Ka Ni Kanichik to support the Honouring Our Gifts program.	(24,000)
	Net operational cost increases.	142,312
	Total	**$ (1,258,278)**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
19	**Assessment and Taxation**	
	Transfer to Capital.	$ 870,000
	Increase in debt and finance charges.	152,854
	Increase in postage due to an increase in volume (assessment cycle).	148,500
	Decrease in salaries and benefits, primarily related to a reduced number of temporary positions for the 2017 Added Value program.	(201,314)
	Decrease in Civic Accommodations costs.	(86,079)
	Net operational cost decreases.	(14,046)
	Total	**$ 869,915**
20	**Corporate Finance**	
	Increase in salaries and benefits, mainly related to annualized positions for inventory control oversight and the Group Life Insurance fund (0.5 FTEs) and a new position for a Procurement Coordinator, offset by a transfer of one position to the Chief Administrative Offices.	$ 137,612
	Increase in recoveries, primarily related to the position for the Group Life Insurance fund and Asset Management training from capital.	(177,056)
	Net operational cost increases.	97,367
	Total	**$ 57,923**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
21	**City Clerks**	
	Transfer to Capital.	$ 350,000
	Increase in salaries and benefits.	91,631
	Increase in postage costs (Board of Revision).	40,300
	One-time grant to La Maison Des Artistes Visuels Francophones.	8,000
	One-time grant for value-in-kind services to Storefront Manitoba for the "Table for 1200 More".	7,500
	Completion of three year commitment to the Winnipeg Foundation's Nourishing Potential Fund in 2016.	(83,333)
	Net operational cost decreases, including non-recurring grants.	(17,373)
	Total	**$ 396,725**
22	**Other departments**	
	Increase in salaries and benefits, including the transfer of one position from each of Corporate Support Services and Corporate Finance as well as 3 positions from Community Services for the Bilingual Service Centre to the Chief Administrative Offices. Additionally, the annualization of communications positions added in 2016 for corporate communications and the Office of Public Engagement is included.	$ 1,051,063
	Increase in recoveries, primarily due to the transfer of Bilingual Service Centre to Corporate Communications and increased recoveries from other funds related to positions in Legal Services.	(280,767)
	Net operational cost increases.	72,039
	Total	**$ 842,335**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
23	**Debt and finance charges**	
	Increase in corporate debt and finance charges.	**$ 24,947**
24	**Taxes**	
	Increase in provincial payroll tax estimate.	**$ 158,631**
25	**Insurance and damage claims**	
	Insurance costs reflecting recent experience with claims and premiums, offset by an allocation of premium costs transferred to the Water and Waste Utility.	**$ (292,630)**
26	**Contribution to Transit**	
	Contribution to Transit (refer to variance explanation #5 under "Utility Operations" section of this appendix for additional information on Transit).	**$ (14,793,106)**
27	**Other**	
	Net increases, including provision for corporate risk management.	$ 7,729,331
	One-time grant for value-in-kind services for the 2017 Canada Summer Games (excluding Transit).	294,500
	Other adjustments, including an increase in efficiency savings.	(4,831,979)
	Transfer to Capital including non-recurring capital surplus savings of $2 million in 2017.	(1,430,990)
	Total	**$ 1,760,862**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget and 2018 and 2019 Projections
UTILITY OPERATIONS

	2016 Adopted Budget	2017 Preliminary Budget	Variance	Expl. No.	2018 Projection	2019 Projection
	$	$	$		$	$
Municipal Accommodations						
Revenue	75,097,888	**75,154,811**	56,923		79,765,714	78,253,274
Expenditure	75,097,888	**75,154,811**	56,923		79,765,714	78,253,274
Surplus/(Deficit)	-	**-**	-	1	-	-
Sewage Disposal *						
Revenue	166,067,091	**181,249,661**	15,182,570		198,850,039	215,008,764
Expenditure	145,939,087	**156,962,956**	11,023,869		170,870,038	191,862,853
Surplus/(Deficit)	20,128,004	**24,286,705**	4,158,701	2	27,980,001	23,145,911
Solid Waste Disposal *						
Revenue	43,335,644	**44,482,587**	1,146,943		45,954,569	47,194,465
Expenditure	40,131,112	**44,747,773**	4,616,661		51,756,149	53,528,938
Surplus/(Deficit)	3,204,532	**(265,186)**	(3,469,718)	3	(5,801,580)	(6,334,473)
Waterworks *						
Revenue	113,811,881	**128,501,948**	14,690,067		133,264,948	136,461,036
Expenditure	110,963,746	**113,305,327**	2,341,581		116,547,633	119,762,122
Surplus/(Deficit)	2,848,135	**15,196,621**	12,348,486	4	16,717,315	16,698,914
Transit						
Revenue	200,409,733	**191,283,794**	(9,125,939)		207,481,239	222,233,864
Expenditure	200,409,733	**191,283,794**	(9,125,939)		207,481,239	222,233,864
Surplus/(Deficit)	-	**-**	-	5	-	-
Total						
Revenue	**598,722,237**	**620,672,801**	**21,950,564**		**665,316,509**	**699,151,403**
Expenditures	**572,541,566**	**581,454,661**	**8,913,095**		**626,420,773**	**665,641,051**
Surplus/(Deficit)	**26,180,671**	**39,218,140**	**13,037,469**		**38,895,736**	**33,510,352**

* 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.

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
UTILITY OPERATIONS - 2017 Compared to 2016

Expl. No.	Explanations		Variance
1	**Municipal Accommodations**		
	Revenue Changes:		
	Increase in transfer from Community Services related to capital investments.	$	1,556,106
	Increase in transfer from Community Services related to facilities operations and building maintenance.		658,254
	Increase in recoveries from tax-supported client departments.		(334,940)
	Decrease in fixed asset rental revenue related to commercial properties.		(1,869,235)
	Miscellaneous adjustments.		46,738
		$	56,923
	Expenditure Changes:		
	Transfer to Capital.	$	3,287,000
	Net increase in the cost of services, mainly due to increases in the cost of providing janitorial services and increases to the scale and scope of contracted security services.		1,598,781
	Net increase in materials, parts and supplies, primarily for the cost of pool chemicals and impacts of the US exchange rate.		296,472
	Increase in recoveries, mainly related to common area maintenance costs recovered from tenants.		(328,892)
	Decrease in the transfer to the General Revenue Fund.		(5,200,073)
	Increase in salaries and benefits.		398,662
	Miscellaneous adjustments.		4,973
		$	56,923
	Variance.	**$**	-

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
UTILITY OPERATIONS - 2017 Compared to 2016

Expl. No.	Explanations		Variance
2	**Sewage Disposal**		
	Revenue Changes:		
	Increase in sewer services revenue.	$	15,724,552
	Decrease in Provincial grants for the basement flooding protection program.		(500,000)
	Miscellaneous adjustments.		(41,982)
		$	15,182,570
	Expenditure Changes:		
	Increase in transfer to Sewer Rehabilitation Reserve.	$	3,000,000
	Increase in dividend transfer to the General Revenue Fund, based on sales revenue, including the annualization of the 2016 rate report impact.		1,888,742
	Increase in debt and finance charges.		1,285,429
	Increase in salaries and benefits.		1,266,611
	Increase in transfer to land drainage and flood control.		1,216,780
	Increase in property tax.		796,675
	Increase in biosolids composting.		780,000
	Increase in large volume sewer discount program.		438,386
	Increase in sludge hauling costs.		396,300
	Increase in utilities costs.		393,300
	Increase in insurance premiums.		263,594
	Increase in transfer to Environmental Projects Reserve.		195,819
	Decrease in recoveries.		188,884
	Decrease in basement flooding protection program.		(1,000,000)
	Decrease in landfill tipping fees.		(372,500)
	Miscellaneous adjustments.		285,849
		$	11,023,869
	Increase in surplus.	**$**	**4,158,701**

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
2017 Preliminary Operating Budget
UTILITY OPERATIONS - 2017 Compared to 2016

Expl. No.	Explanations		Variance
3	**Solid Waste Disposal**		
	Revenue Changes:		
	Increase in funding from Multi-Material Stewardship Manitoba.	$	1,782,745
	Net increase in tipping fee revenue.		378,694
	Waste diversion user fee revenue.		201,845
	Decrease in sale of recyclables.		(1,161,020)
	Miscellaneous adjustments.		(55,321)
		$	1,146,943
	Expenditure Changes:		
	Increase in salaries and benefits.	$	1,423,644
	Increase in recycling collection.		1,311,036
	Increase in leaf and yard waste collection and composting.		666,858
	Increase in debt and finance charges.		458,950
	Increase in recyclables processing.		288,872
	Increase in hauling costs.		152,710
	Increase in fleet and equipment costs.		121,410
	Miscellaneous adjustments.		193,181
		$	4,616,661
	Net decrease.	**$**	**(3,469,718)**

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
2017 Preliminary Operating Budget
UTILITY OPERATIONS - 2017 Compared to 2016

Expl. No.	Explanations		Variance
4	**Waterworks**		
	Revenue Changes:		
	Increase in water sales revenue.	$	14,477,884
	Increase in earnings on the sinking fund.		182,909
	Miscellaneous adjustments.		29,274
		$	14,690,067
	Expenditure Changes:		
	Increase in dividend transfer to the General Revenue Fund, based on sales revenue, including the annualization of the 2016 rate report impact.	$	1,737,450
	Increase in salaries and benefits.		706,942
	Net increase in materials, parts and supplies.		231,621
	Net increase in debt and finance charges.		133,909
	Increase in property taxes.		111,726
	Increase in recoveries.		(721,622)
	Miscellaneous adjustments.		141,555
		$	2,341,581
	Increase in surplus.	**$**	**12,348,486**

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
2017 Preliminary Operating Budget
UTILITY OPERATIONS - 2017 Compared to 2016

Expl. No.	Explanations		Variance
5	**Transit**		
	Revenue Changes:		
	Decrease in transfer from the General Revenue Fund, primarily due to one-time Federal funding for Transit capital.	$	(14,793,106)
	Increase in Provincial operating grant.		3,927,678
	Increase in goods and services revenue.		1,417,766
	Increase in interest revenue.		321,723
		$	(9,125,939)
	Expenditure Changes:		
	Increase in salaries and benefits.	$	4,860,239
	Increase in transfer to the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve.		1,700,000
	Increase in motive fuel costs.		1,535,824
	Increase in other expenses, including a value-in-kind contribution of City services for the 2017 Canada Summer Games.		976,537
	Increase in bus and auto parts costs.		838,028
	Increase in services costs, mainly related to an increase in farebox maintenance contract fees.		350,000
	Net increase in materials and supplies.		211,522
	Transfer to Capital.		(15,187,000)
	Decrease in transfer to Bus Replacement Reserve.		(2,620,000)
	Net increase in recoveries.		(1,558,540)
	Decrease in debt and finance charges.		(342,549)
	Increase in provincial payroll tax.		110,000
		$	(9,125,939)
	Variance.	**$**	**-**

THE CITY OF WINNIPEG

2017 Preliminary Operating Budget and 2018 and 2019 Projections

SPECIAL OPERATING AGENCIES

	2016 Adopted Budget	2017 Preliminary Budget	Variance	Expl. No.	2018 Projection	2019 Projection
	$	$	$		$	$
Fleet Management						
Revenue	50,543,820	**47,009,856**	(3,533,964)		50,456,776	52,732,724
Expenditure	50,775,715	**47,376,540**	(3,399,175)		48,138,622	49,756,418
Surplus/(Deficit)	(231,895)	**(366,684)**	(134,789)	1	2,318,154	2,976,306
Parking Authority						
Revenue	16,814,222	**16,947,396**	133,174		17,140,472	17,337,490
Expenditure	17,068,154	**19,162,819**	2,094,665		16,868,604	18,509,446
Surplus/(Deficit)	(253,932)	**(2,215,423)**	(1,961,491)	2	271,868	(1,171,956)
Golf Services						
Revenue	3,461,917	**3,707,377**	245,460		3,608,005	4,657,256
Expenditure	2,749,815	**2,973,372**	223,557		2,922,887	3,970,721
Surplus/(Deficit)	712,102	**734,005**	21,903	3	685,118	686,535
Animal Services						
Revenue	3,879,600	**3,798,940**	(80,660)		3,850,492	3,898,992
Expenditure	3,784,624	**3,829,500**	44,876		3,872,653	3,932,906
Surplus/(Deficit)	94,976	**(30,560)**	(125,536)	4	(22,161)	(33,914)
Total						
Revenue	**74,699,559**	**71,463,569**	**(3,235,990)**		**75,055,745**	**78,626,462**
Expenditures	**74,378,308**	**73,342,231**	**(1,036,077)**		**71,802,766**	**76,169,491**
Surplus/(Deficit)	**321,251**	**(1,878,662)**	**(2,199,913)**		**3,252,979**	**2,456,971**

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

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
1	**Fleet Management**	
	Revenue Changes:	
	Decrease in fuel sales.	$ (2,841,996)
	Decrease in external consumables revenue.	(608,832)
	Decrease in fleet leases.	(160,392)
	Increase in sale of surplus equipment.	100,000
	Net decrease in services and parts revenue.	(22,744)
		$ (3,533,964)
	Expenditure Changes:	
	Decrease in fuel costs.	$ (2,583,636)
	Dividend transfer to the General Revenue Fund.	(1,462,537)
	Decrease in debt and finance expenses.	(274,957)
	Net increase in service costs.	498,540
	Net increase in parts.	375,747
	Increase in salaries and benefits.	35,822
	Miscellaneous adjustments.	11,846
		$ (3,399,175)
	Increase in deficit.	**$ (134,789)**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2017 Compared to 2016

Expl. No.	Explanations	Variance
2	**Parking Authority**	
	Revenue Changes:	
	Increase in surface parking lot revenue.	$ 391,000
	Increase in parking meter revenue.	156,047
	Decrease in enforcement revenue.	(218,400)
	Decrease in Millennium Library Parkade revenue.	(211,000)
	Miscellaneous adjustments.	15,527
		$ 133,174
	Expenditure Changes:	
	Estimated expenditures related to the demolition of the Civic Parkade, subject to Council consideration and approval through a separate report.	$ 1,834,000
	Transfer to the General Revenue Fund.	500,000
	Net increase in services costs.	188,094
	Decrease in salaries and benefits.	(188,872)
	Decrease in debt and finance charges.	(260,825)
	Miscellaneous adjustments.	22,268
		$ 2,094,665
	Increase in deficit.	**$ (1,961,491)**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
SPECIAL OPERATING AGENCIES - 2017 Compared to 2016

Expl. No.	Explanations		Variance
3	**Golf Services**		
	Revenue Changes:		
	Increase in transfer from Golf Course Reserve.	$	180,838
	Increase in green fee revenue.		178,377
	Increase in fixed asset rental revenue.		65,436
	Increase in equipment rental revenue.		52,077
	Decrease in transfer from the General Revenue Fund.		(287,859)
	Miscellaneous adjustments.		56,591
		$	245,460
	Expenditure Changes:		
	Net increase in services costs.	$	119,717
	Increase in salaries and benefits.		51,382
	Miscellaneous adjustments.		52,458
		$	223,557
	Increase in surplus.	**$**	**21,903**
4	**Animal Services**		
	Revenue Changes:		
	Net decrease in regulation revenue.	$	(23,501)
	Decrease in transfer from the General Revenue Fund, in accordance with the Responsible Pet Ownership By-Law.		(59,262)
	Miscellaneous adjustments.		2,103
		$	(80,660)
	Expenditure Changes:		
	License sales commissions.	$	(60,000)
	Increase in salaries and benefits.		51,901
	Increase in grants in support of expanded cat spay and neuter programs.		51,525
	Miscellaneous adjustments.		1,450
		$	44,876
	Net decrease.	**$**	**(125,536)**

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget
Listing of Grants/Payments

Organization		2017
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
Charleswood Social Club		1,600
Coalition to Save the Elms*		20,000
Dakota Collegiate - Dakota Alumni Field		350,000
Dakota Collegiate - Dale Bradshaw Outdoor Basketball Court		180,000
Dalnavert Museum		21,000
Downtown Winnipeg Biz* - Biz zone cleanliness		117,000
Downtown Winnipeg Biz* - Parking infrastructure maintenance		115,000
Downtown Winnipeg Biz* - Transit shelter cleanliness		100,100
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* - Parking infrastructure maintenance		60,000
Exchange District Biz* - Biz zone cleanliness		8,000
Exchange District Biz* - Transit shelter cleanliness		5,500
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
Sub-Total		**2,509,070**

* 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, various value-in-kind grants, etc.)

Organization	2017
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
La Maison Des Artistes Visuels Francophones	8,000
Ma Mawi Wi Chi Itata Centre - Positive Athletic Cutural Experience (PACE)	60,000
Main Street Project	96,000
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
Pan Am Boxing Club	18,000
Red Road Lodge	8,400
Ross House Museum	31,077
Rossbrook House	256,339
Save Our Seine	30,000
Seven Oaks House Museum	28,226
Spence Neighbourhood Association* - Community liasion	21,150
Spence Neighbourhood Association*	2,000
St. Boniface Museum	450,000
Take Pride Winnipeg* - General operating	183,000
Take Pride Winnipeg* - Cleaner Greener Winnipeg	27,000
Take Pride Winnipeg* - Team Up to Clean Up & mural program	20,000
Take Pride Winnipeg - Graffiti Control*	20,000
The Immigrant Centre - 24 Hour language bank interpreter services	27,000
Transcona Museum	155,000
Ukrainian Cultural and Education Centre	15,000
University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	30,000
University of Winnipeg - "youthunited@winnipeg"	160,000
West End Biz* - Parking infrastructure maintenance	32,500
West End Biz* - Biz zone cleanliness	8,000
Sub-Total	**2,162,734**

* Includes Community Partnerships.

Organization	2017
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*	118,148
Winnipeg Boys and Girls Club* - Clean Machine program	63,000
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	**10,720,586**

Multi-Year Arrangements

Assiniboine Park Conservancy	$ 10,840,000
Band 40 Aboriginal Youth Scholarship	4,000
CentreVenture - Youth for Christ building	241,597
East End Community Centre	190,000
Festival du Voyageur - river trail program funding	40,000
Garden City Community Centre	358,929
True North - Refund of Business Tax	244,000
True North - Refund of Entertainment Funding Tax**	7,000,000
United Way Winnipeg - Plan to End Homelessness (annual grant ending in 2019)	150,000
University of Manitoba - waterways initiatives	20,000
University of Manitoba - Research Chair in Municipal Infrastructure (annual grant ending in 2020)	50,000
Winnipeg Football Club Entertainment Funding Tax Refund**	1,400,000
Winnipeg Goldeyes - Refund of Entertainment Funding Tax**	270,000
Winnipeg Goldeyes - Grant for Municipal Property Tax	36,000
Winnipeg Housing Rehabilitation Corporation	180,000
Category Sub-Total	**21,024,526**

* Includes Community Partnerships.

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

Organization		2017
Other Programs		
Aboriginal Youth Strategy (see next page for details)	$	1,750,000
Civic Initiatives, Promotional and Protocol		513,000
Community Centres		5,592,184
General Council of Winnipeg Community Centres*		1,072,241
General Council of Winnipeg Community Centres*		374,484
General Council of Winnipeg Community Centres - Lease Top-Up		12,640
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		176,525
Waterways Programming grants		5,000
Winnipeg Humane Society (WHS)		652,273
Winnipeg Soccer Federation		27,145
Category Subtotal		**10,906,273**
Cumulative Total	**$**	**42,651,385**

* Includes Community Partnerships.

THE CITY OF WINNIPEG
2017 Preliminary Operating Budget

	2017
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 $250,000 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)	2016 Forecast	2017 Preliminary Budget Revenue	2017 Preliminary Budget Expenditures	Estimated Closing Balance *
Stabilization Reserve				
Financial Stabilization	71,085	711	5,284	66,512
Subtotal	71,085	711	5,284	66,512
Capital Reserves				
Watermain Renewal	5,662	16,583	16,032	6,212
Sewer System Rehabilitation	11,452	19,012	28,725	1,739
Environmental Projects	94,018	19,444	51,533	61,929
Brady Landfill Site Rehabilitation	6,148	544	19	6,673
Waste Diversion	1,993	11	417	1,587
Golf Course	452	-	452	-
Computer Replacement	308	1,025	597	736
Transit Bus Replacement	16,298	4,022	19,889	430
Southwest Rapid Transit Corridor	3,065	12	377	2,701
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	3,400	5,117	15	8,502
Federal Gas Tax	174	41,951	36,016	6,109
Local Street Renewal	386	24,371	24,757	-
Regional Street Renewal	430	19,871	20,299	1
Impact Fee	-	1,000	-	1,000
Subtotal	143,786	152,963	199,128	97,619
Special Purpose Reserves				
Workers Compensation	4,410	1,358	2,356	3,412
Brookside Cemetery	16,056	752	337	16,470
St. Vital Cemetery	1,159	72	21	1,211
Transcona Cemetery	808	51	15	844
Insurance	1,810	8	7	1,811
Contributions in Lieu of Land Dedication	7,540	846	964	7,421
Land Operating	11,686	14,568	13,842	12,412
Wading & Outdoor Pool Extended Season	-	352	352	-
Commitment	2,641	2,784	2,641	2,784
Heritage Investment	2,921	1,523	1,588	2,856
Housing Rehabilitation Investment	5,162	6,778	6,791	5,149
Economic Development Investment	1,139	3,213	3,510	842
General Purpose	9,556	22	9,519	59
Multi-Family Dwelling Tax Investment	4,410	501	2,095	2,816
Insect Control	2,480	10	409	2,081
Permit	2,000	8	651	1,357
Destination Marketing	12,129	9,155	7,691	13,593
Subtotal	85,907	42,001	52,789	75,118
Total	**300,778**	**195,675**	**257,201**	**239,249**

* Estimated closing balance may not result in the 2016 Forecast plus revenue less expenditures due to rounding.

Tax Supported Transfers From Other Funds

Transfers from Other Funds	2016 Adopted	2017 Preliminary	Variance
General Purpose Reserve.	$ 16,300,000	$ 9,500,000	$ (6,800,000)
Financial Stabilization Reserve.	5,000,000	5,000,000	-
Insect Control Reserve.	700,000	400,000	(300,000)
Workers Compensation Reserve.	1,000,000	1,000,000	-
Economic Development Investment Reserve.	1,400,000	-	(1,400,000)
Permit Reserve.	-	600,000	600,000
Perpetual Maintenance Reserve. [1]	-	298,960	298,960
Housing Rehabilitation Investment Reserve. [2]	250,000	575,751	325,751
General Revenue Enterprises Fund. [3]	2,433,741	-	(2,433,741)
Sewer Utility for Land Drainage costs.	10,221,484	11,438,264	1,216,780
Land Operating Reserve.	235,000	235,000	-
Municipal Accommodations.	16,008,295	10,808,222	(5,200,073)
Destination Marketing Reserve.	60,000	60,000	-
For 311 Contact Centre services provided.	1,448,881	1,450,046	1,165
Business Technology Services (BTS) transfers.	145,838	145,838	-
Total	**$ 55,203,239**	**$ 41,512,081**	**$(13,691,158)**

1. Perpetual Maintenance Reserve shown in 2016 as a recovery, netted against expenditures.
2. Federal grant for the Homelessness Partnering Strategy included in Housing Rehabilitation Investment Reserve beginning in 2017.
3. General Revenue Enterprises Fund closed in 2016, transferring its surplus to the General Revenue Fund.

Transfer to Capital Reconciliation

Departments	2016 Adopted Budget	2017 Preliminary Budget	Variance
Winnipeg Police Service	$ 7,278,000	$ 3,075,000	$ (4,203,000)
Public Works	22,294,000	17,164,000	(5,130,000)
Fire Paramedic Service	4,333,000	5,211,000	878,000
Community Services	9,768,000	8,131,000	(1,637,000)
Planning, Property and Development	1,828,000	2,480,000	652,000
Water and Waste (Land Drainage)	4,425,000	5,595,000	1,170,000
Corporate Support Services	3,874,000	3,245,000	(629,000)
Assessment and Taxation/Local Improvements	600,000	1,470,000	870,000
City Clerks	1,750,000	2,100,000	350,000
Corporate	(569,010)	-	569,010
Total tax supported	**$ 55,580,990**	**$ 48,471,000**	**$ (7,109,990)**
Transit	17,173,000	1,986,000	(15,187,000)
Municipal Accommodations	2,474,010	5,192,000	2,717,990
Total City Transfer to Capital	**$ 75,228,000**	**$ 55,649,000**	**$ (19,579,000)**
Corporate - Savings from capital closure	-	(2,000,000)	(2,000,000)
TOTAL	**$ 75,228,000**	**$ 53,649,000**	**$ (21,579,000)**

Notes:

1. 2016 transfers to capital are based on the 2016 Adopted Capital Budget adjusted for assumed provincial funding. 2017 transfers are based on the 2017 Preliminary Capital Budget adjusted for assumed provincial funding.

2. Public Works transfer to capital excludes transfers to the regional and local streets reserves (2016 - $33.5 million and 2017 - $44.240 million) and transfer to capital - frontage levy of $10 million.

3. Municipal Accommodations' 2016 adopted budget reflects internal financing interest on a portion of the Police Headquarters of $569,010. This is offset as a Corporate adjustment above. This internal financing interest on a portion of the Police Headquarters continues to be budgeted in Municipal Accommodations in 2017, but is not included above.

4. Year over year Total City Transfer to Capital

Tax Supported:	
a) Tax supported savings transferred to Regional Streets Renewal Program (2017 - $11 million, 2016 - $11 million, combined with $6.5 million in 2015 and planned $11.5 million in 2018, a total of $40 million has been invested).	-
b) transfer to capital reduction	(7,109,990)
c) Corporate - savings from capital closure	(2,000,000)
Total Tax Supported	(9,109,990)
Utility - transfer to capital year over year change:	
Transit	(15,187,000)
Municipal Accommodations	2,717,990
Total City Transfer to Capital change	**(21,579,000)**

2017 Operating Budget Reconciliation
Variances Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

			Year over Year		
			Transfer to Capital		
	2016 Adopted Budget	2017 Preliminary Budget	Cash to Capital Variance	Frontage Levy / Reserves Variance	Other Variances
Expenditures:					
Departmental:					
Police Service	$ 280,669,573	**$ 288,000,280**	$ (4,203,000)		$ 11,533,707
Public Works	215,520,928	**229,990,833**	(5,130,000)	10,740,000	8,859,905
Fire Paramedic Service	190,273,654	**199,219,481**	878,000		8,067,827
Community Services	111,408,533	**114,879,529**	(1,637,000)		5,107,996
Planning, Property and Development	45,528,018	**45,592,436**	652,000		(587,582)
Water and Waste	30,399,443	**32,292,739**	1,170,000		723,296
Street Lighting	12,962,647	**13,398,809**	-		436,162
Corporate Support Services	37,253,982	**35,995,704**	(629,000)		(629,278)
Assessment and Taxation	19,985,887	**20,855,802**	870,000		(85)
Corporate Finance	9,015,503	**9,073,426**	-		57,923
City Clerks	14,550,008	**14,946,733**	350,000		46,725
Other departments	15,205,821	**16,048,156**	-		842,335
Sub-total Departmental	$ 982,773,997	**$ 1,020,293,928**	$ (7,679,000)	$ 10,740,000	$ 34,458,931
Corporate:					
Debt and finance charges	$ 542,945	**$ 567,892**			$ 24,947
Taxes	10,576,362	**10,734,993**			158,631
Insurance and damage claims	4,130,682	**3,838,052**			(292,630)
Contribution to Transit	69,918,833	**55,125,727**			(14,793,106)
Other	(12,812,934)	**(11,052,072)**	(1,430,990)		3,191,852
Sub-total Corporate	$ 72,355,888	**$ 59,214,592**	$ (1,430,990)	$ -	$ (11,710,306)
Total Expenditures	**$ 1,055,129,885**	**$ 1,079,508,520**	**$ (9,109,990)**	**$ 10,740,000**	**$ 22,748,625**

Notes:

1. Public Works' transfer to capital variance includes transfers to the regional and local street renewal reserves of $10.740 million (2016 - $33.5 million and 2017 - $44.240 million). The transfer to capital - frontage levy is budgeted at $10 million for each of 2016 and 2017.

2017 Operating Budget Reconciliation
Budget Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2016 Net Budget	2017 Preliminary Net Budget	Variance
Expenditures:			
Departmental:			
Police Service	$ 273,391,573	$ 284,925,280	$ 11,533,707
Public Works	149,726,928	158,586,833	8,859,905
Fire Paramedic Service	185,940,654	194,008,481	8,067,827
Community Services	101,640,533	106,748,529	5,107,996
Planning, Property and Development	43,700,018	43,112,436	(587,582)
Water and Waste	25,974,443	26,697,739	723,296
Street Lighting	12,962,647	13,398,809	436,162
Corporate Support Services	33,379,982	32,750,704	(629,278)
Assessment and Taxation	19,385,887	19,385,802	(85)
Corporate Finance	9,015,503	9,073,426	57,923
City Clerks	12,800,008	12,846,733	46,725
Other departments	15,205,821	16,048,156	842,335
Sub-total Departmental	$ 883,123,997	$ 917,582,928	$ 34,458,931
Corporate:			
Debt and finance charges	$ 542,945	$ 567,892	$ 24,947
Taxes	10,576,362	10,734,993	158,631
Insurance and damage claims	4,130,682	3,838,052	(292,630)
Contribution to Transit	69,918,833	55,125,727	(14,793,106)
Other	(12,243,924)	(9,052,072)	3,191,852
Sub-total Corporate	$ 72,924,898	$ 61,214,592	$ (11,710,306)
Total Expenditures before Transfer to the General Capital Fund	**$ 956,048,895**	**$ 978,797,520**	**$ 22,748,625**
Capital:			
Transfer to Capital Tax Supported	44,580,990	37,471,000	(7,109,990)
Incremental Transfer to Capital	11,000,000	11,000,000	-
Transfer to Regional Street Renewal Reserve	14,500,000	19,870,000	5,370,000
Transfer to Local Street Renewal Reserve	19,000,000	24,370,000	5,370,000
Transfer to Capital - Frontage Levy	10,000,000	10,000,000	-
Capital Closing Surplus	-	(2,000,000)	(2,000,000)
Total Transfer to the General Capital Fund	**$ 99,080,990**	**$ 100,711,000**	**$ 1,630,010**
Total Expenditures	**$ 1,055,129,885**	**$ 1,079,508,520**	**$ 24,378,635**

Cash to Capital Surpluses - 2016 Capital Review
Tax Supported Summary

	2016
Total for tax supported departments	
Balance prior to 2016 Capital Review	$ 7,492,982
Cash to capital surpluses from 2016 capital review (see detailed list on the following pages)	3,248,446
Total Cash to Capital Surpluses after 2016 Capital Review	**$ 10,741,428**
Use of Cash to Capital Surpluses	
Amount utilized in the 2017 capital budget ($8.366 million) and 2018 forecast ($250,000)	$ 8,616,000
Amount utilized to reduce transfer to General Capital Fund in the 2017 tax supported operating budget	2,000,000
Amount retained in Corporate non-specified capital account (see note below)	125,428
Total	**$ 10,741,428**

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 - 2016 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2007	$ 72,492
Disraeli Bridge	2008	27,143
Osborne Street Bridge	2009	113,126
Vehicle Guidance System	2009	82,456
Sturgeon Road Bridge	2010	29,585
Land Acquisition - Chief Peguis Trail	2010	201,292
Parks - Assiniboine River Walk	2010	19,805
Vehicle Guidance System & Office Management Software Package	2010	160,000
Asset Management - Parks and Open Spaces	2012	2,279
Traffic Signals Enhancements	2012	18,068
St. James Street Bridge	2013	10,752
Land Drainage Sewer - Regional / Local Streets	2013	11,072
SMIR (Strategic Municipal Infrastructure Research) - Pedestrian Detection System	2013	73,188
Transportation Master Plan	2013	3,451
Athletic Fields - Improvements	2013	177,820
Parks - Improvements	2013	248,500
Hardsurface Upgrading	2013	30,259
Kenaston Boulevard Ness to Taylor	2014	65,861
Transportation Master Plan	2014	199,978
Athletic Fields - Improvements	2014	181,063
Hardsurface Upgrading	2014	52,820
Burton Cummings Community Centre - Fitness Trail	2014	34,156
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard - Future Payment	2015	161,085
Preliminary / Detailed Design for Building Canada Fund	2015	1,500,000
Disraeli Bridge and Overpass Facility - Future Payment	2015	671,978
Developer Payback	2015	10,162
Traffic Signals Improvements	2015	1,215
Traffic Signals Loops	2015	6,879
Traffic Signals Gel Covers	2015	4,875
Reforestation - Improvements	2015	3,199
MWIF (Manitoba Winnipeg Infrastructure Fund) cash to capital investment for previously closed projects *		(112,444)
Total Public Works		**4,062,115**

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

Cash to Capital - 2016 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Municipal Accommodations & Planning, Property and Development		
Pan Am Pool Building Envelope	2010	12,303
Historic Buildings	2013	56,020
Cooling Plant Replacement Public Safety Building	2013	291,000
Arenas	2013	5,232
Outdoor Aquatic Facilities	2013	1,818
Accommodation Facilities	2013	616
Recreation and Leisure Facilities - River Heights - Fort Garry Ward	2013	1
Recreation and Leisure Facilities - St. Boniface Ward	2013	1
Security / Building Automation	2014	14,867
Universal Funding Formula - Hockey Pen Light Standard	2014	16,163
MWIF (Manitoba Winnipeg Infrastructure Fund) cash to capital investment for Municipal Accommodations' previously closed projects *		(754,881)
Building Communities - Charleswood Tuxedo Ward	2010	78
Building Communities - Mynarski Ward	2010	9,993
Building Communities - Point Douglas Ward	2010	526
Building Communities - Elmwood / East Kildonan Ward	2010	21
Building Communities - St. Charles Ward	2010	3,194
Building Communities - Daniel McIntyre Ward	2010	10,555
Building Communities - Fort Rouge / East Fort Garry Ward	2010	2,643
Building Communities - River Heights / Fort Garry Ward	2010	1,955
Building Communities - St. Boniface Ward	2010	3,902
Building Communities - St. Vital Ward	2010	130
Churchill Park Riverbank Stabilization *	2011	(237,419)
Riverbank Stabilization - Physical Asset Protection	2012	9,087
Riverbank Greenway Programs	2013	19,589
Cemeteries - Improvements	2014	21
Developer Payback	2014	380,000
Riverbank Greenway Programs	2014	8,317
Downtown Enhancement Program	2014	40,058
Computer Automation	2014	32,138
Public Art Strategy	2016	200
MWIF (Manitoba Winnipeg Infrastructure Fund) cash to capital surplus for Planning, Property and Development's previously closed projects		161,156
Total Municipal Accommodations & Planning, Property and Development		**89,284**

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

Cash to Capital - 2016 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Community Services		
Library Technical Upgrade / Replacement Program	2014	4,047
Library Facility Safety and Accessibility Improvements Program	2014	3,305
Library Facilities Redevelopment - Westwood	2014	100,000
MWIF (Manitoba Winnipeg Infrastructure Fund) cash to capital surplus for previously closed projects		4,005
Total Community Services		**111,357**
Winnipeg Police Service		
Police Division System Upgrades	2013	13,760
Automated Fingerprint Identification System (AFIS)	2014	652
MWIF (Manitoba Winnipeg Infrastructure Fund) cash to capital investment for previously closed projects *		(1,074,141)
Total Winnipeg Police Service		**(1,059,729)**
Corporate Support Services		
Communications Network Infrastructure TeraSpan Remediation / Mitigation	2014	262
Infrastructure Service Enhancements	2014	857
PeopleSoft Upgrade	2014	196
311 Renewal	2014	12,413
Document Management	2014	153
ININ (Interactive Intelligence) Upgrade	2015	594
Total Corporate Support Services		**14,475**
Corporate Finance		
City-Wide Asset Management Initiative	2012	946
Total Corporate Finance		**946**
Assessment and Taxation (including Local Improvements)		
Weather Protected Walkway 350 St. Mary's Avenue	2009	7,722
2014 Local Improvements	2014	22,276
Total Assessment and Taxation (including Local Improvements)		**29,998**
Net cash to capital surpluses from 2016 capital review - tax supported departments		**$ 3,248,446**

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

Tax Supported Savings Transferred to Regional Streets Renewal Program

	Department	Description	2017
1	**Planning, Property & Development**	Reserve surplus.	$ 40,000
2	**Assessment and Taxation**	2017 Value Added program.	761,921
3		Revised estimate for Assessment Appeals.	1,000,000
4	**Corporate**	Revised estimate for disability savings to reflect actual experience.	1,000,000
5		Reduce estimate for sick leave severance based on past 5 years' experience.	500,000
6		Efficiencies target held corporately.	7,700,000
	Total		**$ 11,001,921**

THE CITY OF WINNIPEG
2016 Consolidated Budget

(in thousands of dollars)	2016	2015	Change
Revenues			
Taxation	$ 694,870	$ 660,243	$ 34,627
Sale of services and regulatory fees	577,572	550,604	26,968
Government transfers	188,775	177,042	11,733
Investment income	29,648	33,573	(3,925)
Land sales and other revenue	28,854	57,033	(28,179)
Total Revenues	1,519,719	1,478,495	41,224
Expenses			
Protection and community services	510,656	477,569	33,087
Utility operations	420,292	392,477	27,815
Public works	334,674	323,659	11,015
Property and development	154,507	165,616	(11,109)
Finance and administration	82,866	78,992	3,874
Civic corporations	68,602	70,850	(2,248)
General government	44,502	32,234	12,268
Total Expenses	1,616,099	1,541,397	74,702
Deficiency Revenues Over Expenses Before Other	(96,380)	(62,902)	(33,478)
Other			
Government transfers related to capital	146,205	205,418	(59,213)
Developer contributions-in-kind related to capital	87,700	71,400	16,300
	233,905	276,818	(42,913)
Excess Revenues Over Expenses	$ 137,525	$ 213,916	$ (76,391)

THE CITY OF WINNIPEG
2016 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 708,409	$ (13,539)	$ 694,870
Sale of services and regulatory fees	603,835	(26,263)	577,572
Government transfers	184,819	3,956	188,775
Land sales and other revenue	347,375	(318,521)	28,854
Investment income	38,981	(9,333)	29,648
Total Revenues	**1,883,419**	**(363,700)**	**1,519,719**
Expenses			
Protection and community services	587,521	(76,865)	510,656
Utility operations	573,987	(153,695)	420,292
Public works	386,864	(52,190)	334,674
Property and development	194,113	(39,606)	154,507
Finance and administration	139,747	(56,881)	82,866
Civic corporations	-	68,602	68,602
General government	72,356	(27,854)	44,502
Total Expenses	**1,954,588**	**(338,489)**	**1,616,099**
(Deficiency) Revenues Over Expenses Before Other	**(71,169)**	**(25,211)**	**(96,380)**
Other			
Government transfers related to capital			
Province of Manitoba	-	95,654	95,654
Federal gas tax	41,951	-	41,951
Other capital funding	-	8,600	8,600
Total government transfers related to capital	41,951	104,254	146,205
Developer contributions-in-kind related to capital	-	87,700	87,700
	41,951	**191,954**	**233,905**
Excess/(Deficiency) Revenues Over Expenses	**$ (29,218)**	**$ 166,743**	**$ 137,525**

* The Adopted Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,055,130	1,055,130	-
- Utilities	598,722	572,542	26,180
- Special Operating Agencies	74,700	74,378	322
- Reserves	196,818	252,538	(55,720)
Total	1,925,370	1,954,588	(29,218)

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

Revenues	
1. Eliminate inter-fund transfers.	(508,597)
2. Eliminate fleet charges paid by City entities.	(48,304)
3. Eliminate grants to Civic Corporations.	(24,281)
4. Eliminate property taxes paid by City entities.	(14,791)
5. Eliminate water revenue paid by City entities.	(3,094)
6. Eliminate general government charges.	(3,451)
7. Include capital related revenue not included in the Other category.	169,884
8. Include revenue for Civic Corporations.	59,256
9. Include revenue for General Revenue Enterprises Fund.	6,334
10. Other.	3,344
	(363,700)
Expenses	
1. Eliminate inter-fund transfers.	(608,392)
2. Eliminate fleet charges paid by City entities.	(48,304)
3. Eliminate grants paid to Civic Corporations.	(22,164)
4. Eliminate principal payments in Utilities & debt charges in Municipal Accommodations.	(12,049)
5. Eliminate property taxes paid by City entities.	(14,791)
6. Eliminate water expense paid by City entities.	(3,094)
7. Eliminate general government charges.	(3,451)
8. Include capital expenses.	286,427
9. Include expenses for Civic Corporations.	56,470
10. Increase in liability for environmental issues, vacation and workers' compensation.	15,777
11. Include expenses for General Revenue Enterprises Fund.	6,721
12. Change in sinking fund position.	1,224
13. Other.	7,137
	(338,489)
Other	
Include estimates for revenue related to capital funding from government and developers.	191,954

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

(For the year ended December 31 in thousands of dollars)	2016	2015	Change
Excess Revenues Over Expenses	**$ 137,525**	**$ 213,916**	**$ (76,391)**
Amortization of tangible capital assets	**236,040**	**217,718**	**18,322**
Proceeds on disposal of tangible capital assets	**5,044**	**2,350**	**2,694**
Loss on sale of tangible capital assets	**2,513**	**1,900**	**613**
Change in inventories, prepaid expenses and deferred charges	**(1,200)**	**(2,000)**	**800**
Tangible capital assets received as contributions	**(87,700)**	**(71,400)**	**(16,300)**
Acquisition of tangible capital assets	**(581,939)**	**(527,539)**	**(54,400)**
Decrease in Net Financial Assets	**(289,717)**	**(165,055)**	**(124,662)**
Net Financial Liabilities, Beginning of Year	**(584,798)**	**(509,896)**	**(74,902)**
Net Financial Liabilities, End of Year	**$ (874,515)**	**$ (674,951)**	**$ (199,564)**

The City of Winnipeg

CAPITAL PROJECTS SUMMARY

2017
Preliminary Capital Budget

and

2018 to 2022
Five Year Forecast

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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 BUDGET						6 YEAR TOTAL
	Budget	FORECAST					
	2017	2018	2019	2020	2021	2022	2017 - 2022
SUMMARY OF CAPITAL PROGRAM							
Public Works	**147,024**	**159,760**	**143,211**	**158,620**	**153,146**	**163,981**	**925,742**
Water and Waste - General Capital Fund	**8,895**	**6,900**	**6,590**	**6,070**	**3,100**	**4,500**	**36,055**
Community Services and Community Incentive Grants	**21,525**	**16,586**	**22,434**	**21,445**	**17,899**	**20,619**	**120,508**
Winnipeg Police Service	**23,585**	**6,436**	**4,767**	**1,308**	**8,810**	**2,358**	**47,264**
Fire Paramedic Service	**5,211**	**15,505**	**11,661**	**5,258**	**8,606**	**7,430**	**53,671**
Planning, Property and Development	**10,119**	**5,888**	**5,754**	**7,598**	**5,391**	**3,789**	**38,539**
City Clerks	**2,100**	**1,450**	**1,000**	**1,000**	**1,200**	**2,400**	**9,150**
Corporate Support Services	**4,317**	**3,488**	**1,651**	**2,951**	**2,935**	**5,614**	**20,956**
Assessment and Taxation	**3,870**	**3,320**	**3,350**	**3,200**	**3,350**	**3,350**	**20,440**
Other Projects	**192**						**192**
Total Tax Supported	**226,838**	**219,333**	**200,418**	**207,450**	**204,437**	**214,041**	**1,272,517**
Municipal Accommodations	**9,182**	**9,112**	**8,924**	**8,953**	**8,697**	**8,991**	**53,859**
Transit	**81,536**	**34,913**	**45,496**	**40,359**	**41,972**	**43,666**	**287,942**
Total Tax Supported, Transit and Municipal Accommodations	**317,556**	**263,358**	**254,838**	**256,762**	**255,106**	**266,698**	**1,614,318**
Self-Supporting Utilities							
Waterworks System	**49,383**	**41,182**	**21,411**	**28,056**	**28,235**	**23,975**	**192,242**
Sewage Disposal System	**57,836**	**90,198**	**62,522**	**66,792**	**56,873**	**64,995**	**399,216**
Solid Waste Disposal System	**8,134**	**6,193**	**2,187**	**3,949**	**2,004**	**690**	**23,157**
Total Self-Supporting Utilities	**115,353**	**137,573**	**86,120**	**98,797**	**87,112**	**89,660**	**614,615**
SPECIAL OPERATING AGENCIES							
Winnipeg Golf Services			**1,000**				**1,000**
Total Special Operating Agencies			**1,000**				**1,000**
TOTAL CAPITAL PROGRAM	**432,909**	**400,931**	**341,958**	**355,559**	**342,218**	**356,358**	**2,229,933**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY BUDGET						6 YEAR TOTAL
	Budget	FORECAST					
	2017	2018	2019	2020	2021	2022	2017 - 2022
SUMMARY OF FINANCING SOURCES							
Cash to Capital	**55,649**	**80,278**	**70,778**	**72,778**	**74,778**	**76,778**	**431,039**
Frontage Levy	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**60,000**
Public Private Partnership Annual Service / Financing Payments	**(28,328)**	**(28,320)**	**(26,484)**	**(37,509)**	**(37,864)**	**(38,019)**	**(196,524)**
Reserves:							
- Transit Bus Replacement	**3,938**	**10,472**	**13,526**	**11,228**	**11,773**	**12,640**	**63,577**
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	**350**	**350**	**1,780**	**14,460**	**14,720**	**14,760**	**46,420**
- Water Main Renewal	**18,500**	**18,500**	**19,000**	**20,000**	**21,000**	**21,500**	**118,500**
- Sewer System Rehabilitation	**18,800**	**18,200**	**19,500**	**20,500**	**21,500**	**22,500**	**121,000**
- Environmental Projects	**8,180**	**29,902**	**31,200**	**34,114**	**25,588**	**25,910**	**154,894**
- Brady Landfill Rehabilitation Reserve	**96**	**1,993**	**280**				**2,369**
- Waste Diversion	**150**						**150**
- Land Operating	**3,240**	**2,365**	**1,965**	**4,365**	**2,521**	**46**	**14,502**
- Contributions in Lieu of Land Dedication	**50**						**50**
- Computer Replacement	**306**	**126**		**608**	**146**		**1,186**
- Local Street Renewal	**23,278**	**28,122**	**33,352**	**38,582**	**43,812**	**49,042**	**216,188**
- Regional Street Renewal	**18,937**	**23,739**	**28,968**	**34,198**	**39,429**	**44,659**	**189,930**
- Economic Development Investment	**2,049**	**2,045**	**2,034**	**2,024**	**830**		**8,982**
Interim Financing (Repayment)	**1,630**	**(95)**	**(95)**	**(4,595)**			**(3,155)**
Contributions from Other Levels of Government:							
- Federal Gas Tax	**36,016**	**37,551**	**56,451**	**43,948**	**43,948**	**43,948**	**261,862**
- Transfer from Prior Year Authorization - Federal Gas Tax			**1,132**				**1,132**
- Veterans Affairs Canada	**200**	**150**	**150**	**150**	**170**	**164**	**984**
- Public Transit Infrastructure Fund (Federal Government)	**38,475**	**14,475**					**52,950**
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	**38,166**	**30,316**	**36,666**	**36,666**	**36,666**	**36,666**	**215,146**
- Manitoba Winnipeg Infrastructure Fund - Extension	**5,000**	**5,000**	**5,000**				**15,000**
- Provincial Road Investment Fund	**9,000**	**9,000**					**18,000**
- Building Manitoba Fund	**17,840**	**17,840**	**10,840**	**10,840**	**10,840**	**10,840**	**79,040**
- Transfer from Other Capital Accounts / Surplus Capital: Manitoba Winnipeg Infrastructure Agreement - 2017 $15.742 million, 2018 $1.718 million Manitoba Winnipeg Infrastructure Fund - 2018 $3.9 million	**15,742**	**5,618**					**21,360**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY BUDGET						6 YEAR TOTAL
	Budget	FORECAST					
	2017	2018	2019	2020	2021	2022	2017 - 2022
Other Funders:							
- Developer Funding / Developer Capacity Charges	**3,250**	**2,000**	**1,700**	**500**			**7,450**
- St. James 55+ Centre (Winnipeg Foundation)	**250**						**250**
- Winnipeg Arts Council	**200**						**200**
- Winnipeg Foundation	**1,103**						**1,103**
- Sponsorship / Sponsor Winnipeg	**95**	**95**	**95**	**95**			**380**
Retained Earnings - Transit	**8,395**						**8,395**
Retained Earnings - Utilities	**28,925**	**68,578**	**16,140**	**20,234**	**19,024**	**19,750**	**172,651**
External Debt	**36,283**	**6,017**	**7,980**	**22,373**	**2,400**	**5,174**	**80,227**
Internal Financing		**6,364**			**937**		**7,301**
Transfers from Other Capital Accounts / Surplus Capital	**57,144**	**250**					**57,394**
TOTAL CAPITAL PROGRAM	**432,909**	**400,931**	**341,958**	**355,559**	**342,218**	**356,358**	**2,229,933**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY BUDGET						6 YEAR TOTAL
	Budget	FORECAST					
	2017	2018	2019	2020	2021	2022	2017 - 2022
FINANCING SOURCES							
Tax Supported, Transit and Municipal Accommodations							
Cash to Capital	**55,649**	**80,278**	**69,778**	**72,778**	**74,778**	**76,778**	**430,039**
Frontage Levy	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**60,000**
Public Private Partnership Annual Service / Financing Payments	**(28,328)**	**(28,320)**	**(26,484)**	**(37,509)**	**(37,864)**	**(38,019)**	**(196,524)**
Reserves:							
- Transit Bus Replacement	**3,938**	**10,472**	**13,526**	**11,228**	**11,773**	**12,640**	**63,577**
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	**350**	**350**	**1,780**	**14,460**	**14,720**	**14,760**	**46,420**
- Economic Development Investment	**2,049**	**2,045**	**2,034**	**2,024**	**830**		**8,982**
- Land Operating	**3,240**	**2,365**	**1,965**	**4,365**	**2,521**	**46**	**14,502**
- Contributions in Lieu of Land Dedication	**50**						**50**
- Computer Replacement	**306**	**126**		**608**	**146**		**1,186**
- Local Street Renewal	**23,278**	**28,122**	**33,352**	**38,582**	**43,812**	**49,042**	**216,188**
- Regional Street Renewal	**18,937**	**23,739**	**28,968**	**34,198**	**39,429**	**44,659**	**189,930**
Interim Financing (Repayment)	**1,630**	**(95)**	**(95)**	**(4,595)**			**(3,155)**
Contributions from Other Levels of Government:							
- Federal Gas Tax	**36,016**	**37,551**	**56,451**	**43,948**	**43,948**	**43,948**	**261,862**
- Transfer from Prior Year Authorization - Federal Gas Tax			**1,132**				**1,132**
- Veterans Affairs Canada	**200**	**150**	**150**	**150**	**170**	**164**	**984**
- Public Transit Infrastructure Fund (Federal Funding)	**38,475**	**14,475**					**52,950**
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	**38,166**	**30,316**	**36,666**	**36,666**	**36,666**	**36,666**	**215,146**
- Manitoba Winnipeg Infrastructure Fund - Extension	**5,000**	**5,000**	**5,000**				**15,000**
- Provincial Road Investment Fund	**9,000**	**9,000**					**18,000**
- Building Manitoba Fund	**17,840**	**17,840**	**10,840**	**10,840**	**10,840**	**10,840**	**79,040**
- Transfer from Other Capital Accounts / Surplus Capital: Manitoba Winnipeg Infrastructure Agreement - 2017 $15.742 million, 2018 $1.718 million Manitoba Winnipeg Infrastructure Fund - 2018 $3.9 million	**15,742**	**5,618**					**21,360**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PRELIMINARY BUDGET						6 YEAR TOTAL
	Budget	FORECAST					
	2017	2018	2019	2020	2021	2022	2017 - 2022
Other Funders:							
- Developer Funding / Developer Capacity Charges	3,250	2,000	1,700	500			7,450
- St. James 55+ Centre (Winnipeg Foundation)	250						250
- Winnipeg Arts Council	200						200
- Winnipeg Foundation	1,103						1,103
- Sponsorship / Sponsor Winnipeg	95	95	95	95			380
External Debt	30,530	5,617	7,980	18,424	2,400	5,174	70,125
Internal Financing		6,364			937		7,301
Retained Earnings - Transit	8,395						8,395
Transfers from Other Capital Accounts / Surplus Capital	22,195	250					22,445
Total Tax Supported, Transit and Municipal Accommodations	317,556	263,358	254,838	256,762	255,106	266,698	1,614,318
Self-Supporting Utilities							
Reserves:							
- Sewer System Rehabilitation	18,800	18,200	19,500	20,500	21,500	22,500	121,000
- Water Main Renewal	18,500	18,500	19,000	20,000	21,000	21,500	118,500
- Environmental Projects	8,180	29,902	31,200	34,114	25,588	25,910	154,894
- Brady Landfill Rehabilitation Reserve	96	1,993	280				2,369
- Waste Diversion	150						150
Retained Earnings - Utilities	28,925	68,578	16,140	20,234	19,024	19,750	172,651
External Debt	5,753	400		3,949			10,102
Transfers from Other Capital Accounts	34,949						34,949
Total Self-Supporting Utilities	115,353	137,573	86,120	98,797	87,112	89,660	614,615
SPECIAL OPERATING AGENCIES							
- Cash to Capital			1,000				1,000
TOTAL SPECIAL OPERATING AGENCIES			1,000				1,000
TOTAL FINANCING SOURCES	432,909	400,931	341,958	355,559	342,218	356,358	2,229,933

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET Budget 2017	FORECAST 2018	2019	2020	2021	2022	6 YEAR TOTAL 2017 - 2022
CAPITAL PROJECTS LISTING								
PUBLIC WORKS								
Active Transportation Facilities								
Pedestrian and Cycling Program	2-1	**4,700**	**5,400**	**5,400**	**5,400**	**5,400**	**5,400**	**31,700**
Pedestrian and Cycling Grade Separations	2-6	**1,000**						**1,000**
Total Active Transportation Facilities		**5,700**	**5,400**	**5,400**	**5,400**	**5,400**	**5,400**	**32,700**
Regional Streets								
Street Improvements								
Developer Payback - Various Locations								
- Cash to Capital		**3,400**	**8,737**		**16,113**			**28,250**
- Transfer from Corporate Non-Specified Capital Account		**1,600**						**1,600**
Total Developer Payback - Various Locations	2-7	**5,000**	**8,737**		**16,113**			**29,850**
Tuxedo Yards Development								
- Economic Development Investment Reserve	2-9	**2,049**	**2,045**	**2,034**	**2,024**	**830**		**8,982**
Transportation Master Plan	2-10		**250**	**250**	**250**	**250**	**250**	**1,250**
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	**1,000**	**1,900**	**1,900**	**1,900**	**1,900**	**1,900**	**10,500**
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**
Inner-Ring Road - Functional Design	2-16		**2,000**	**2,000**	**2,000**			**6,000**
Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin								
- Cash to Capital		**1,100**						**1,100**
- Transfer from Prior Year Authorization		**1,100**						**1,100**
Total Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin	2-17	**2,200**						**2,200**
Lagimodiere and Sage Creek - Southbound Double Left Turn	2-18	**500**						**500**
Total Street Improvements		**12,129**	**17,012**	**7,564**	**23,667**	**4,360**	**3,530**	**68,262**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Regional and Local Street Renewal - First charge against 2017 Capital Budget of up to $8 million (Council July 13, 2016)								
- Cash to Capital		**16,779**	**10,535**	**13,805**	**1,704**	**13,456**	**5,766**	**62,045**
- Frontage Levy						**5,000**	**5,000**	**10,000**
- Federal Gas Tax / Interest		**12,276**	**13,886**	**17,236**	**18,936**	**18,886**	**18,901**	**100,121**
- Provincial Building Manitoba Fund - Roads		**14,000**	**14,000**	**7,000**	**7,000**	**7,000**	**7,000**	**56,000**
- Provincial Road Investment Fund		**9,000**	**9,000**					**18,000**
- Provincial Manitoba Winnipeg Infrastructure Fund		**5,000**	**5,000**	**5,000**				**15,000**
- Local Street Renewal Reserve / Interest		**23,278**	**28,122**	**33,352**	**38,582**	**43,812**	**49,042**	**216,188**
- Regional Street Renewal Reserve / Interest		**18,937**	**23,739**	**28,968**	**34,198**	**39,429**	**44,659**	**189,930**
- External Debt		**4,200**	**2,000**	**2,000**	**8,000**			**16,200**
- Transfer from Corporate Non-Specified Capital Account		**1,710**						**1,710**
Total Regional and Local Street Renewal	2-19	**105,180**	**106,282**	**107,361**	**108,420**	**127,583**	**130,368**	**685,194**
Waterway Crossings and Grade Separations								
Fermor Avenue Bridge (Seine River)								
- Cash to Capital			**1,000**	**1,000**				**2,000**
- Frontage Levy		**1,200**	**9,100**	**5,700**				**16,000**
Total Fermor Avenue Bridge (Seine River)	2-25	**1,200**	**10,100**	**6,700**				**18,000**
Saskatchewan Avenue Culvert (Sturgeon Creek)								
- Cash to Capital			**7,100**					**7,100**
- Frontage Levy		**1,000**	**900**					**1,900**
Total Saskatchewan Avenue Culvert (Sturgeon Creek)	2-26	**1,000**	**8,000**					**9,000**
Lyndale Drive - Retaining Wall Rehabilitation								
- Frontage Levy		**3,500**						**3,500**
- Provincial Funding for Road Improvements		**1,500**						**1,500**
Total Lyndale Drive - Retaining Wall Rehabilitation	2-27	**5,000**						**5,000**
Osborne Street Underpass								
- Frontage Levy				**1,250**				**1,250**
- Provincial Funding for Road Improvements				**1,250**				**1,250**
Total Osborne Street Underpass	2-28			**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)	2-29		**700**	**700**	**6,800**			**8,200**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Sherwin Road Bridge (Omand's Creek)								
- Cash to Capital				700				700
- Frontage Levy					2,800			2,800
Total Sherwin Road Bridge (Omand's Creek)	2-30			700	2,800			3,500
Pembina Highway Overpass (Bishop Grandin) Rehabilitation								
- Cash to Capital					1,000	1,000	9,000	11,000
- Frontage Levy						1,000		1,000
Total Pembina Highway Overpass (Bishop Grandin) Rehabilitation	2-31				1,000	2,000	9,000	12,000
St. James Bridge South Bound								
- Frontage Levy	2-32	3,245		2,163				5,408
St. Vital Bridge Rehabilitation								
- Frontage Levy	2-33					1,000	3,000	4,000
Waterway Crossing and Grade Separations - Annual Program								
- Cash to Capital		1,945	3,000	2,813	2,600		1,000	11,358
- Frontage Levy		1,055		187	400	3,000	2,000	6,642
Total Waterway Crossing and Grade Separations - Annual Program	2-34	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Disraeli Bridge and Overpass Facility								
- Cash to Capital		910	865	662	650	550	600	4,237
- Federal Gas Tax		17,415	17,385	14,238	12,550	12,700	12,700	86,988
- Public Private Partnership Annual Service / Financing Payments		(11,909)	(11,959)	(11,993)	(12,014)	(12,064)	(12,114)	(72,053)
- Debt servicing - repayment of debt		(6,416)	(6,291)	(2,907)	(1,186)	(1,186)	(1,186)	(19,172)
Total Disraeli Bridge and Overpass Facility	2-35							
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	2-37							
Total Waterway Crossings and Grade Separations		13,445	21,800	15,763	13,600	6,000	15,000	85,608

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	**Vol. 3 PAGE NO.**	**PRELIMINARY BUDGET**						**6 YEAR TOTAL**
		Budget	**FORECAST**					
		2017	**2018**	**2019**	**2020**	**2021**	**2022**	**2017 - 2022**
New Transportation Facilities								
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard								
- Cash to Capital		**860**	**950**	**1,193**	**1,250**	**1,395**	**1,475**	**7,123**
- Federal Gas Tax		**6,325**	**6,280**	**6,077**	**6,065**	**5,965**	**5,950**	**36,662**
- Public Private Partnership Annual Service / Financing Payments		**(6,206)**	**(6,251)**	**(6,291)**	**(6,336)**	**(6,381)**	**(6,446)**	**(37,911)**
- Debt servicing - repayment of debt		**(979)**	**(979)**	**(979)**	**(979)**	**(979)**	**(979)**	**(5,874)**
Total Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2-38							
Total New Transportation Facilities								
Other Streets Projects								
Work Management / Asset Management Systems Study								
- Cash to Capital			**500**					**500**
- Transfer from Prior Year Authorization		**459**						**459**
Total Work Management / Asset Management Systems Study	2-40	**459**	**500**					**959**
Asset Management System - Various Divisions	2-41	**100**	**100**	**100**	**100**	**100**	**100**	**600**
Land Drainage Sewers - Regional / Local Streets	2-42	**1,000**	**1,000**	**1,000**	**300**	**300**	**300**	**3,900**
Land Acquisition - Transportation Right of Way	2-43		**300**	**300**	**300**	**300**	**300**	**1,500**
Total Other Streets Projects		**1,559**	**1,900**	**1,400**	**700**	**700**	**700**	**6,959**
TOTAL STREETS PROJECTS		**138,013**	**152,394**	**137,488**	**151,787**	**144,043**	**154,998**	**878,723**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Parks and Open Space								
Reforestation - Improvements	2-44	**766**	**766**	**383**	**383**	**383**	**383**	**3,064**
Athletic Fields - Improvements	2-45		**350**	**350**	**350**	**350**	**350**	**1,750**
Community and Neighbourhood Parks - Existing (formerly Parks - Improvements)	2-46	**550**	**200**	**170**				**920**
Community and Neighbourhood Parks - New	2-47	**375**						**375**
Regional Parks	2-48	**400**				**2,350**	**3,650**	**6,400**
Parks Buildings (formerly Regional and Community Parks - Buildings)	2-49		**850**	**220**	**1,400**	**1,420**		**3,890**
Assiniboine Park Zoo - Sewer Siphon	2-51				**100**			**100**
Boat Docks and Launches	2-52	**1,500**	**600**					**2,100**
Parks and Recreation Enhancement Program	2-53	**3,300**	**3,300**	**3,300**	**3,300**	**3,300**	**3,300**	**19,800**
Urban Forest Enhancement Program	2-54	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**7,800**
Regional Parks Investment Strategy	2-55	**100**						**100**
Parks Master Plan	2-56	**300**						**300**
Parks Road Renewal	2-57	**420**						**420**
Total Parks and Open Space		**9,011**	**7,366**	**5,723**	**6,833**	**9,103**	**8,983**	**47,019**
TOTAL PUBLIC WORKS		**147,024**	**159,760**	**143,211**	**158,620**	**153,146**	**163,981**	**925,742**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
COMMUNITY SERVICES								
Library Facility Safety, Security and Accessibility Improvements Program	2-58	**312**	**318**	**324**	**330**	**336**	**342**	**1,962**
Library Interior Infrastructure Replacement Program	2-59	**300**	**306**	**312**	**318**	**325**	**331**	**1,892**
Library Technology Upgrade and Replacement Program	2-60		**510**	**520**	**530**	**541**	**553**	**2,654**
Library Refurbishment and Redevelopment Program - Existing Infrastructure	2-61		**510**	**520**	**530**	**541**	**554**	**2,655**
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	2-62							
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	2-63							
Library Facility Redevelopment - Transcona Library								
- External Debt		**2,462**						**2,462**
- Land Dedication Reserve (East Kildonan - Transcona)		**50**						**50**
Total Library Facility Redevelopment - Transcona Library	2-64	**2,512**						**2,512**
Library Facility Redevelopment - St. James Library								
- Cash to Capital				**2,037**				**2,037**
- External Debt					**8,024**			**8,024**
- Internal Financing			**512**					**512**
Total Library Facility Redevelopment - St. James Library	2-66		**512**	**2,037**	**8,024**			**10,573**
Library Facility Redevelopment - West Kildonan Library								
- External Debt							**2,774**	**2,774**
- Internal Financing						**937**		**937**
Total Library Facility Redevelopment - West Kildonan Library	2-68					**937**	**2,774**	**3,711**
Library Facility Redevelopment - Westwood Library	2-70					**146**	**794**	**940**
New Library Facility - South Winnipeg Library (formerly Waverley West Library)	2-71	**120**			**502**	**2,142**	**9,085**	**11,849**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
New Library Facility - Southeast Winnipeg Library	2-72				**140**		**438**	**578**
Recreational Facility Safety, Security and Accessibility Improvements Program	2-73	**156**	**159**	**162**	**165**	**168**	**172**	**982**
Fitness Equipment Upgrade Program	2-74		**233**	**227**	**230**	**235**	**241**	**1,166**
Recreation Equipment and Amenities Program	2-75			**400**		**400**		**800**
Recreation Refurbishment and Redevelopment Program - Existing Infrastructure	2-76					**2,000**	**495**	**2,495**
Recreation Facility New Infrastructure - South Winnipeg - First charge on 2017 Capital Budget of up $3.8 million (Council March 22, 2016)	2-77	**4,114**						**4,114**
Recreation Facility Replacement - New Infrastructure	2-78			**7,000**		**5,000**		**12,000**
Recreation Refurbishment and Redevelopment - East End Cultural and Leisure Centre	2-79	**171**						**171**
St. James Civic Centre - Facility Addition - First charge on 2017 Capital Budget of up $250,000 (Council March 22, 2016)								
- Cash to Capital			**641**					**641**
- St. James 55+ Centre		**250**						**250**
- Transfer from Corporate Non-Specified Capital Account		**945**	**250**					**1,195**
- Transfer from Prior Year Surplus - Manitoba Winnipeg Infrastructure Fund (MWIF)			**3,900**					**3,900**
- External Debt				**2,080**				**2,080**
Total St. James Civic Centre - Facility Addition	2-80	**1,195**	**4,791**	**2,080**				**8,066**
Seven Oaks Indoor Pool - Renewal Plan - First charge on 2017 Capital Budget of up to $2.4 million (Council July 13, 2016)	2-82	**2,400**						**2,400**
Dakota Community Centre - Outdoor Running Track	2-83			**300**	**550**			**850**
Pan Am Pool - Change Room Upgrades	2-84		**815**					**815**
Boni-Vital Pool	2-85	**240**		**385**	**5,359**			**5,984**
Spray Pad Development - Freighthouse Site	2-86	**1,039**						**1,039**
Spray Pad Development - Old Ex / North Centennial Recreation and Leisure Facility	2-87	**1,038**						**1,038**
Business Application Systems	2-88	**142**	**306**	**312**				**760**
Technology Upgrade and Replacement Program	2-89		**306**			**325**		**631**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Community Centre Renovation Grant Program (CCRGP)								
- Cash to Capital						144	919	1,063
- Land Operating Reserve		965	965	965	965	821	46	4,727
Total Community Centre Renovation Grant Program (CCRGP)	2-90	965	965	965	965	965	965	5,790
Community Incentive Grant Program (CIGP)	2-91	1,698	1,732	1,767	1,802	1,838	1,875	10,712
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability								
- Cash to Capital		1,543	5,123	5,123	2,000	2,000	2,000	17,789
- Transfer from Corporate Non-Specified Capital Account		3,580						3,580
Total Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	2-92	5,123	5,123	5,123	2,000	2,000	2,000	21,369
TOTAL COMMUNITY SERVICES		21,525	16,586	22,434	21,445	17,899	20,619	120,508
WINNIPEG POLICE SERVICE								
North Station Information Technology Requirements	2-93		490					490
Police Divisions Systems Upgrades	2-94	1,667	800					2,467
Major Case Management System Expansion	2-95	1,158		500				1,658
Police Headquarters Building Systems Safeguards								
- Transfer from Prior Year Authorization	2-96	510						510
East District Police Station								
- Cash to Capital		990	1,012	1,056	1,056	1,056	1,056	6,226
- Public Private Partnership Lease Payments		(990)	(1,012)	(1,056)	(1,056)	(1,056)	(1,056)	(6,226)
Total East District Police Station	2-97							
North District Police Station								
- External Debt	2-98	20,000						20,000
Building Video Surveillance Systems	2-99					4,160		4,160
Intelligence Led Reporting (Phase 2)	2-100		1,665					1,665
WPS Data Integration, Auditing and Quality Solution Tool	2-101		662					662
Automated Fingerprint Identification System (AFIS)	2-102					500		500
Technology Upgrades - Information Systems	2-103			1,200				1,200
In Car Computing	2-104			1,247	253			1,500
Bomb Unit Truck Replacement	2-105		300					300
Next Generation 911	2-106				800	1,000		1,800
Communication Centre Back Up Site Upgrade	2-107					550		550
Police Vehicle Operations Building	2-108			1,820				1,820
Archival and Exhibit Building								
- Cash to Capital			580					580
- Internal Financing			1,939					1,939
Total Archival and Exhibit Building	2-109		2,519					2,519

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET Budget 2017	FORECAST 2018	2019	2020	2021	2022	6 YEAR TOTAL 2017 - 2022
Computer Assisted Dispatch Upgrade	2-110	**250**			**255**			**505**
Schedule and Management System Upgrade	2-111					**500**		**500**
Call Answer Software	2-112						**1,000**	**1,000**
Police Headquarters Information System Upgrades	2-113					**2,100**		**2,100**
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment	2-114						**658**	**658**
JSI Voice Intercept System	2-115						**700**	**700**
TOTAL WINNIPEG POLICE SERVICE		**23,585**	**6,436**	**4,767**	**1,308**	**8,810**	**2,358**	**47,264**
FIRE PARAMEDIC SERVICE								
Facilities Optimization								
- Cash to Capital		**925**	**2,717**	**4,839**				**8,481**
- External Debt			**1,217**	**1,500**				**2,717**
Total Facilities Optimization	2-116	**925**	**3,934**	**6,339**				**11,198**
Equipment Obsolescence	2-118	**1,487**	**1,010**	**4,052**	**739**	**739**	**4,629**	**12,656**
911 Call Centre Resilience	2-120	**861**	**260**			**124**		**1,245**
Computer Aided Dispatch (CAD)								
- Cash to Capital			**3,536**					**3,536**
- Internal Financing			**3,913**					**3,913**
Total Computer Aided Dispatch (CAD)	2-121		**7,449**					**7,449**
Station Capital Maintenance	2-123	**1,938**	**2,852**	**1,270**	**4,400**	**7,743**	**2,801**	**21,004**
Emergency Medical Services (EMS) Training Equipment	2-125				**119**			**119**
TOTAL FIRE PARAMEDIC SERVICE		**5,211**	**15,505**	**11,661**	**5,258**	**8,606**	**7,430**	**53,671**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
PLANNING, PROPERTY AND DEVELOPMENT								
Computer Automation	2-126		144	133	119	143	132	671
Riverbank Greenway Programs	2-127	225	406	411	453	424	420	2,339
Cemeteries - Improvements								
- Cash to Capital		208	250	240	248	236	236	1,418
- Veterans Affairs Canada		200	150	150	150	170	164	984
Total Cemeteries - Improvements	2-128	408	400	390	398	406	400	2,402
Downtown Enhancement Program	2-129	400	400	400	400	400	400	2,400
BIZ Zones, Image Routes and Neighbourhood Main Streets								
- Cash to Capital		400	400	400	400	400	400	2,400
- Transfer from Prior Year Authorization		574						574
Total BIZ Zones, Image Routes and Neighbourhood Main Streets	2-131	974	400	400	400	400	400	2,974
Public Art Strategy	2-132	500	500	500	500	500	500	3,000
Land Acquisition for General Unspecified Purposes								
- Cash to Capital		300	240	228	1,774	238	256	3,036
- Interim Financing from General Capital Fund / (Repayment)		1,500			(1,500)			
Total Land Acquisition for General Unspecified Purposes	2-133	1,800	240	228	274	238	256	3,036
Developer Payback	2-134	280	278	292	274	280	281	1,685
Riverbank Stabilization - Physical Asset Protection								
- Cash to Capital		1,000	1,000	1,000	1,000	1,000	1,000	6,000
- Transfer from Prior Year Authorization		229						229
Total Riverbank Stabilization - Physical Asset Protection	2-135	1,229	1,000	1,000	1,000	1,000	1,000	6,229
Building Communities Initiative III								
- Cash to Capital			360		190	800		1,350
- Land Operating Reserve			700	1,000	1,700			3,400
- Manitoba Winnipeg Infrastructure Agreement (MWIA)			1,060	1,000	1,890	800		4,750
Total Building Communities Initiative III	2-137		2,120	2,000	3,780	1,600		9,500
Tache Promenade								
- Cash to Capital					3,000			3,000
- Interim Financing from General Capital Fund / (Repayment)		3,000			(3,000)			-
- Winnipeg Foundation		1,103						1,103
- Winnipeg Arts Council		200						200
Total Tache Promenade	2-138	4,303						4,303
TOTAL PLANNING, PROPERTY AND DEVELOPMENT		10,119	5,888	5,754	7,598	5,391	3,789	38,539

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
MUNICIPAL ACCOMMODATIONS								
General Building Renovation and Refurbishing								
- Cash to Capital			500	180	500	500	500	2,180
- Transfer from Prior Year Authorization		222						222
Total General Building Renovation and Refurbishing	2-140	222	500	180	500	500	500	2,402
Accommodation Facilities								
- Cash to Capital		425	527	784	124	75	1,956	3,891
- Land Operating Reserve			700		1,700	1,700		4,100
Total Accommodation Facilities	2-141	425	1,227	784	1,824	1,775	1,956	7,991
Millennium Library - HVAC and Temperature Control Improvements	2-142		750	1,495				2,245
Fire / Life Safety / Regulatory Upgrades	2-143	625	720	759	708	704	720	4,236
Energy Conservation	2-144		140	158	130	136	143	707
Tenant Improvement Prepayment - Major Department	2-145		193		186	183	179	741
Historic Buildings								
- Cash to Capital			270	214	217	220	224	1,145
- Transfer from Prior Year Authorization		145						145
Total Historic Buildings	2-146	145	270	214	217	220	224	1,290
Generator Set Replacement and Upgrades	2-147		130	113	136	123	148	650
Security / Building Automation System Initiatives	2-148	255	255	255	255	255	203	1,478
Community Centres - Refurbishing and Improvements								
- Cash to Capital		420	644	673	667	661	653	3,718
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		200						200
Total Community Centres - Refurbishing and Improvements	2-149	620	644	673	667	661	653	3,918
Arenas								
- Cash to Capital		100	525	525	565	533	535	2,783
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		225						225
- Transfer from Prior Year Authorization		222						222
Total Arenas	2-150	547	525	525	565	533	535	3,230
Indoor Aquatic Facilities								
- Cash to Capital		1,203	2,470	2,518	2,516	2,359	2,479	13,545
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,172						1,172
Total Indoor Aquatic Facilities	2-151	2,375	2,470	2,518	2,516	2,359	2,479	14,717
Pan Am Indoor Pool - Parking Lot Refurbishment								
- Cash to Capital		78						78
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		78						78
Total Pan Am Indoor Pool - Parking Lot Refurbishment	2-153	156						156

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Outdoor Aquatic Facilities								
- Cash to Capital		217	340	338	340	342	340	1,917
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		125						125
Total Outdoor Aquatic Facilities	2-154	342	340	338	340	342	340	2,042
Community Facilities								
- Cash to Capital			260	212	214	217	221	1,124
- Transfer from Prior Year Authorization		200						200
Total Community Facilities	2-155	200	260	212	214	217	221	1,324
Building Asset / Work Management Program	2-156	100	163	175	170	164	165	937
UFF - Hockey Pen Light Standard Replacement	2-157	100	100	100	100	100	100	600
City-Wide Accessibility Program	2-158	425	425	425	425	425	425	2,550
Transcona Centennial Pool								
- Interim Financing from Land Operating Reserve (Repayment)		(575)						(575)
- Land Operating Reserve		575						575
Total Transcona Centennial Pool	2-159							
City Hall - Building Refurbishment								
- Cash to Capital		414						414
- Transfer from Corporate Non-Specified Capital Account		531						531
- Land Operating Reserve		1,700						1,700
Total City Hall - Building Refurbishment	2-160	2,645						2,645
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	2-162							
TOTAL MUNICIPAL ACCOMMODATIONS		9,182	9,112	8,924	8,953	8,697	8,991	53,859
CITY CLERKS								
Innovation Capital Fund	2-164	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Corporate Records Centre	2-165	150					200	350
Election Systems	2-166	200	200			200	200	800
Decision Making Information System (DMIS) Replacement	2-167		250					250
2017 Canada Summer Games	2-168	750						750
Voting Machine Replacement	2-169						1,000	1,000
TOTAL CITY CLERKS		2,100	1,450	1,000	1,000	1,200	2,400	9,150

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET Budget 2017	FORECAST 2018	2019	2020	2021	2022	6 YEAR TOTAL 2017 - 2022
CORPORATE SUPPORT SERVICES								
PeopleSoft Upgrade	2-170	**1,800**	**412**				**2,483**	**4,695**
Communications Network Infrastructure	2-171	**401**	**813**	**267**	**525**	**327**	**475**	**2,808**
Enterprise Computing Initiatives								
- Cash to Capital		**494**	**1,287**	**1,127**	**1,028**	**1,895**	**1,832**	**7,663**
- Transfer from Prior Year Authorization		**766**						**766**
- Transfer from Computer Replacement Reserve		**306**	**126**		**608**	**146**		**1,186**
Total Enterprise Computing Initiatives	2-172	**1,566**	**1,413**	**1,127**	**1,636**	**2,041**	**1,832**	**9,615**
Print Asset Renewal	2-173		**152**			**317**		**469**
Aerial Imagery Renewal Program	2-174		**165**		**190**		**182**	**537**
Software Renewal Program	2-175			**157**			**152**	**309**
311 Renewal	2-176	**450**	**250**	**100**	**450**	**250**	**490**	**1,990**
Infrastructure Service Enhancements	2-177	**100**			**150**			**250**
Candidate Gateway	2-178		**283**					**283**
TOTAL CORPORATE SUPPORT SERVICES		**4,317**	**3,488**	**1,651**	**2,951**	**2,935**	**5,614**	**20,956**
ASSESSMENT AND TAXATION								
Assessment Automation	2-179	**870**	**320**	**350**	**200**	**350**	**350**	**2,440**
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	2-180	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**18,000**
TOTAL ASSESSMENT AND TAXATION		**3,870**	**3,320**	**3,350**	**3,200**	**3,350**	**3,350**	**20,440**
OTHER PROJECTS								
PeopleSoft Accounts Receivable and Billing								
- Transfer from Prior Year Authorization	2-181	**192**						**192**
TOTAL OTHER PROJECTS		**192**						**192**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
TRANSIT								
Innovative Transit Program								
- Cash to Capital			1,000	1,000	1,000	1,000	1,000	5,000
- Retained Earnings		565						565
Total Innovative Transit Program	2-182	565	1,000	1,000	1,000	1,000	1,000	5,565
Transit Building Replacement / Refurbishment								
- Cash to Capital		1,023	956	2,036	4,036	4,536	4,518	17,105
- Retained Earnings		445						445
Total Transit Building Replacement / Refurbishment	2-183	1,468	956	2,036	4,036	4,536	4,518	17,550
Expansion of Transit Vehicle Overhaul and Maintenance Facilities								
- Transfer from Prior Year Authorization		9,160						9,160
- Retained Earnings		5,040						5,040
- Public Transit Infrastructure Fund (Federal Government)		26,000						26,000
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		13,000						13,000
Total Expansion of Transit Vehicle Overhaul and Maintenance Facilities	2-185	53,200						53,200
Transit Building Roof Replacement and Ventilation Upgrade								
- Cash to Capital		963	962	4,500	2,500	2,000	2,018	12,943
- Public Transit Infrastructure Fund (Federal Government)		1,725	1,725					3,450
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		862	863					1,725
Total Transit Building Roof Replacement and Ventilation Upgrade	2-187	3,550	3,550	4,500	2,500	2,000	2,018	18,118
Transit Buses								
- Cash to Capital			1,335	562	11,358	12,426	13,253	38,934
- Transit Bus Replacement Reserve		3,938	10,472	13,526	11,228	11,773	12,640	63,577
- Provincial Building Manitoba Fund		3,840	3,840	3,840	3,840	3,840	3,840	23,040
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,880	855					2,735
- Public Transit Infrastructure Fund (Federal Government)		10,750	12,750					23,500
- Federal Gas Tax				18,900	6,397	6,397	6,397	38,091
- Transfer from Prior Year Authorization - Federal Gas Tax				1,132				1,132
- Retained Earnings		2,000						2,000
Total Transit Buses	2-189	22,408	29,252	37,960	32,823	34,436	36,130	193,009

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass								
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve		**350**	**350**	**1,780**	**14,460**	**14,720**	**14,760**	**46,420**
- P3 Annual Service / Financing Payments (Province)				**(80)**	**(1,010)**	**(1,110)**	**(1,120)**	**(3,320)**
- P3 Annual Service / Financing Payments (City)		**(350)**	**(350)**	**(1,700)**	**(10,060)**	**(10,220)**	**(10,250)**	**(32,930)**
- External Debt Annual Service Payments (City)					**(3,390)**	**(3,390)**	**(3,390)**	**(10,170)**
Total Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	2-191							
Bus Fleet Cameras								
- Cash to Capital			**155**					**155**
- Retained Earnings		**345**						**345**
Total Bus Fleet Cameras	2-194	**345**	**155**					**500**
TOTAL TRANSIT		**81,536**	**34,913**	**45,496**	**40,359**	**41,972**	**43,666**	**287,942**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET Budget 2017	FORECAST 2018	2019	2020	2021	2022	6 YEAR TOTAL 2017 - 2022
WATER AND WASTE - GENERAL CAPITAL FUND								
Land Drainage and Flood Control								
Financed by Cash to Capital:								
Flood Pumping Station Rehabilitation	2-195	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**
Land Drainage and Combined Sewers Outfall Gate Structures	2-196	**2,430**	**1,730**	**1,710**	**1,980**			**7,850**
Stormwater Retention Basin Revetments (formerly Stormwater Retention Basin Rehabilitation)								
- Cash to Capital		**165**	**170**	**180**	**190**			**705**
- Transfer from Prior Year Authorization		**50**						**50**
Total Stormwater Retention Basin Revetments	2-197	**215**	**170**	**180**	**190**			**755**
Land Drainage Utility (formerly Land Drainage Utility Study and Implementation)	2-198				**400**	**100**		**500**
Development Agreement Paybacks								
- Developer Capacity Charges	2-199	**3,250**	**2,000**	**1,700**	**500**			**7,450**
Outfall Rehabilitation	2-200	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**3,500**	**13,500**
Total Land Drainage and Flood Control		**8,895**	**6,900**	**6,590**	**6,070**	**3,100**	**4,500**	**36,055**
TOTAL WATER AND WASTE - GENERAL CAPITAL FUND		**8,895**	**6,900**	**6,590**	**6,070**	**3,100**	**4,500**	**36,055**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
WATERWORKS SYSTEM								
Waterworks System - Supply and Treatment								
Financed by Waterworks Retained Earnings:								
Shoal Lake Aqueduct Asset Preservation	2-201	**400**	**2,018**		**1,390**	**2,595**		**6,403**
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-202	**3,223**	**50**		**1,225**	**1,330**		**5,828**
Aqueduct Condition Assessment and Rehabilitation (formerly Branch Aqueduct Condition Assessment and Rehabilitation)								
- Retained Earnings						**1,000**		**1,000**
- Transfer from Prior Year Authorization - Retained Earnings		**1,500**						**1,500**
Total Aqueduct Condition Assessment and Rehabilitation	2-203	**1,500**				**1,000**		**2,500**
Tache Booster Pumping Station								
- Retained Earnings		**300**			**4,036**			**4,336**
- Transfer from Prior Year Authorization - Retained Earnings		**1,200**						**1,200**
Total Tache Booster Pumping Station	2-204	**1,500**			**4,036**			**5,536**
Pumping Stations Reliability Upgrades								
- Retained Earnings		**884**						**884**
- Transfer from Prior Year Authorization - Retained Earnings		**2,775**						**2,775**
Total Pumping Stations Reliability Upgrades	2-205	**3,659**						**3,659**
Pumping Stations and Reservoirs Structural Upgrades	2-206		**400**	**400**	**400**			**1,200**
Chlorination Upgrading at Pumping Stations	2-207		**2,750**					**2,750**
Water Supervisory Control and Data Acquisition (SCADA) Upgrade								
- Retained Earnings							**775**	**775**
- Transfer from Prior Year Authorization - Retained Earnings		**8,033**						**8,033**
Total Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-208	**8,033**					**775**	**8,808**
Waterworks System Security Upgrades	2-210	**498**	**576**	**371**				**1,445**
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-211					**575**		**575**
Water Treatment Plant Capacity Validation	2-212		**150**					**150**
Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side)								
- Transfer from Prior Year Authorization - Retained Earnings	2-213	**950**						**950**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Study of Backup Power Supply for Hurst Pumping Station (formerly Study of Natural Gas Powered Backup Pumps for Hurst Pumping Station)	2-214	**400**						**400**
Deacon Reservoir Cell Rehabilitation	2-215		**875**					**875**
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-216		**1,000**					**1,000**
Hurst Pumping Station Building - Structural Repairs								
- Retained Earnings			**1,900**					**1,900**
- Transfer from Prior Year Authorization - Retained Earnings		**400**						**400**
Total Hurst Pumping Station Building - Structural Repairs	2-217	**400**	**1,900**					**2,300**
Deacon Site Flood Protection								
- Transfer from Prior Year Authorization - Retained Earnings	2-218	**1,825**						**1,825**
HVAC Upgrades at Pumping Stations	2-219		**4,900**					**4,900**
Ultraviolet Light Disinfection System Upgrade	2-220	**1,735**						**1,735**
Total Waterworks System - Supply and Treatment		**24,123**	**14,619**	**771**	**7,051**	**5,500**	**775**	**52,839**
Waterworks System - Distribution								
Financed by Waterworks Retained Earnings:								
Saskatchewan Avenue Water Main	2-221	**4,830**						**4,830**
Transcona Water Main Reliability Upgrade	2-222		**5,788**					**5,788**
Feeder Main Condition Assessment and Rehabilitation								
- Retained Earnings			**1,000**	**1,000**	**750**	**1,500**	**1,500**	**5,750**
- Transfer from Prior Year Authorization - Retained Earnings		**500**						**500**
Total Feeder Main Condition Assessment and Rehabilitation	2-223	**500**	**1,000**	**1,000**	**750**	**1,500**	**1,500**	**6,250**
Building Renovations - 1199 Pacific Avenue	2-224		**110**					**110**
Customer Billing and Work Management Systems Upgrades Program	2-225	**930**	**1,165**	**640**	**255**	**235**	**200**	**3,425**
Utility Asset Management System	2-226	**500**						**500**
Water Main Renewals								
- Water Main Renewal Reserve	2-227	**18,500**	**18,500**	**19,000**	**20,000**	**21,000**	**21,500**	**118,500**
Total Waterworks System - Distribution		**25,260**	**26,563**	**20,640**	**21,005**	**22,735**	**23,200**	**139,403**
TOTAL WATERWORKS SYSTEM (Utility Supported)		**49,383**	**41,182**	**21,411**	**28,056**	**28,235**	**23,975**	**192,242**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET Budget 2017	FORECAST 2018	2019	2020	2021	2022	6 YEAR TOTAL 2017 - 2022
SEWAGE DISPOSAL SYSTEM								
Sewage Disposal System - Treatment								
Financed by Sewage Disposal System Retained Earnings:								
Biosolids - Alternative Disposal Delivery and Management System	2-228		**22,050**					**22,050**
North End Sewage Treatment Plant (NEWPCC) - Nutrient Removal / Upgrade	2-229	**980**						**980**
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	2-230					**500**		**500**
Process Control System Master Plan and Upgrade								
- Retained Earnings			**9,000**					**9,000**
- Transfer from Prior Year Authorization - Retained Earnings		**1,000**						**1,000**
Total Process Control System Master Plan and Upgrade	2-231	**1,000**	**9,000**					**10,000**
Asset Refurbishment and Replacement Program								
- Retained Earnings			**4,000**	**6,000**	**6,000**	**2,000**	**2,000**	**20,000**
- Transfer from Prior Year Authorization - Retained Earnings		**2,000**						**2,000**
Total Asset Refurbishment and Replacement Program	2-233	**2,000**	**4,000**	**6,000**	**6,000**	**2,000**	**2,000**	**22,000**
Wastewater Hauling System Replacement (formerly Wastewater Hauling and Grease Trap Licensing Automation)	2-234	**1,000**						**1,000**
Total Sewage Disposal System - Treatment		**4,980**	**35,050**	**6,000**	**6,000**	**2,500**	**2,000**	**56,530**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
Sewage Disposal System - Collection								
Financed by Sewage Disposal System Retained Earnings:								
Arc Flash Hazard Analysis and Remediation	2-235	**424**	**499**	**512**	**65**			**1,500**
Lift Stations Upgrading	2-236	**2,332**	**2,722**	**2,870**	**3,028**	**6,250**	**6,250**	**23,452**
Plessis Road Interceptor	2-237	**7,300**						**7,300**
Kenaston Boulevard Interceptor	2-238						**6,800**	**6,800**
Combined Sewer Overflow and Basement Flood Management Strategy								
- Environmental Projects Reserve		**8,180**	**29,902**	**31,200**	**34,114**	**25,588**	**25,910**	**154,894**
- Transfer from Prior Year Authorization - Environmental Projects Reserve		**13,220**						**13,220**
Total Combined Sewer Overflow and Basement Flood Management Strategy	2-239	**21,400**	**29,902**	**31,200**	**34,114**	**25,588**	**25,910**	**168,114**
Comminutor Chamber Rehabilitation Program	2-241	**1,100**	**1,100**	**1,200**	**1,300**			**4,700**
Southwest Interceptor River Crossing	2-242						**250**	**250**
Wastewater Services Facilities Plan	2-243				**250**			**250**
River Crossings Monitoring and Rehabilitation								
- Retained Earnings					**800**	**800**	**585**	**2,185**
- Transfer from Prior Year Authorization - Retained Earnings		**360**						**360**
Total River Crossings Monitoring and Rehabilitation	2-244	**360**			**800**	**800**	**585**	**2,545**
Environmental Standards Laboratory Facility Plan	2-245						**500**	**500**
Water and Waste Department (WWD) Business Intelligence	2-246	**210**	**1,560**	**600**	**480**			**2,850**
Customer Billing and Work Management Systems Upgrades Program	2-247	**930**	**1,165**	**640**	**255**	**235**	**200**	**3,425**
Sewer Renewals								
- Sewer System Rehabilitation Reserve	2-248	**18,800**	**18,200**	**19,500**	**20,500**	**21,500**	**22,500**	**121,000**
Total Sewage Disposal System - Collection		**52,856**	**55,148**	**56,522**	**60,792**	**54,373**	**62,995**	**342,686**
TOTAL SEWAGE DISPOSAL SYSTEM		**57,836**	**90,198**	**62,522**	**66,792**	**56,873**	**64,995**	**399,216**

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol. 3 PAGE NO.	PRELIMINARY BUDGET Budget 2017	FORECAST 2018	2019	2020	2021	2022	6 YEAR TOTAL 2017 - 2022
SOLID WASTE DISPOSAL SYSTEM								
Solid Waste Disposal System - Landfill								
Financed by Solid Waste Disposal Retained Earnings:								
Brady Road Resource Management Facility - Administration Building								
- Retained Earnings		**50**						**50**
- External Debt		**2,450**						**2,450**
- Transfer from Prior Year Authorization - Retained Earnings		**200**						**200**
Total Brady Road Resource Management Facility - Administration Building	2-249	**2,700**						**2,700**
Brady Road Resource Management Facility - Cell Construction - Phase 1	2-250	**699**		**1,907**		**2,004**		**4,610**
Brady Road Resource Management Facility - Cell Construction - Phase 2	2-251						**690**	**690**
Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements								
- Retained Earnings		**200**	**3,800**					**4,000**
- External Debt			**400**					**400**
Total Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements	2-252	**200**	**4,200**					**4,400**
Brady Road Resource Management Facility - Landfill Gas Capture Expansion - Phase 2								
- Brady Landfill Site Rehabilitation Reserve	2-253		**1,800**					**1,800**
Closed Landfill Site Improvement								
- Brady Landfill Rehabilitation Reserve		**96**	**193**	**280**				**569**
- Transfer from Prior Year Authorization - Retained Earnings		**86**						**86**
Total Closed Landfill Site Improvement	2-254	**182**	**193**	**280**				**655**
Miscellaneous Land Acquisition								
- Transfer from Prior Year Authorization - Retained Earnings	2-255	**800**						**800**
Total Solid Waste Disposal System - Landfill		**4,581**	**6,193**	**2,187**		**2,004**	**690**	**15,655**
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)	2-256	**3,303**			**3,949**			**7,252**
CIWMS - Garbage and Recycling Cart Asset Management								
- Waste Diversion Reserve		**150**						**150**
- Transfer from Prior Year Authorization - Waste Diversion Reserve		**100**						**100**
Total CIWMS - Garbage and Recycling Cart Asset Management	2-257	**250**						**250**
Total Solid Waste Disposal System - Collection		**3,553**			**3,949**			**7,502**
TOTAL SOLID WASTE DISPOSAL SYSTEM		**8,134**	**6,193**	**2,187**	**3,949**	**2,004**	**690**	**23,157**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol. 3 PAGE NO.	PRELIMINARY BUDGET						6 YEAR TOTAL
		Budget	FORECAST					
		2017	2018	2019	2020	2021	2022	2017 - 2022
WINNIPEG GOLF SERVICES								
Golf Course Amenities	2-258			**1,000**				**1,000**
TOTAL WINNIPEG GOLF SERVICES				**1,000**				**1,000**
TOTAL SPECIAL OPERATING AGENCIES				**1,000**				**1,000**

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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
	Waterways Management
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
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	Park Pathway Maintenance
	Park Planning/Development
	Tree Planting
	Tree Pruning & Removal
	Dutch Elm Disease Control
	Weed Control
	Natural Areas Management
	Playground Management
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	Boulevard Maintenance
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	Community By-law Enforcement
	Bicycle Recovery
	Citizen Crisis Response
	Social Grants
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	Library Information
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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
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	Legal Services
	Production Services
Assessment, Taxation & Corporate	Assessment and Taxation
	Corporate
Contact Centre - 311	Contact Centre - 311
Council Services	Auditing
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	Elections-City Clerks
	Citizen Access and Appeals
	Council Support-City Clerks
	Executive Support