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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## 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

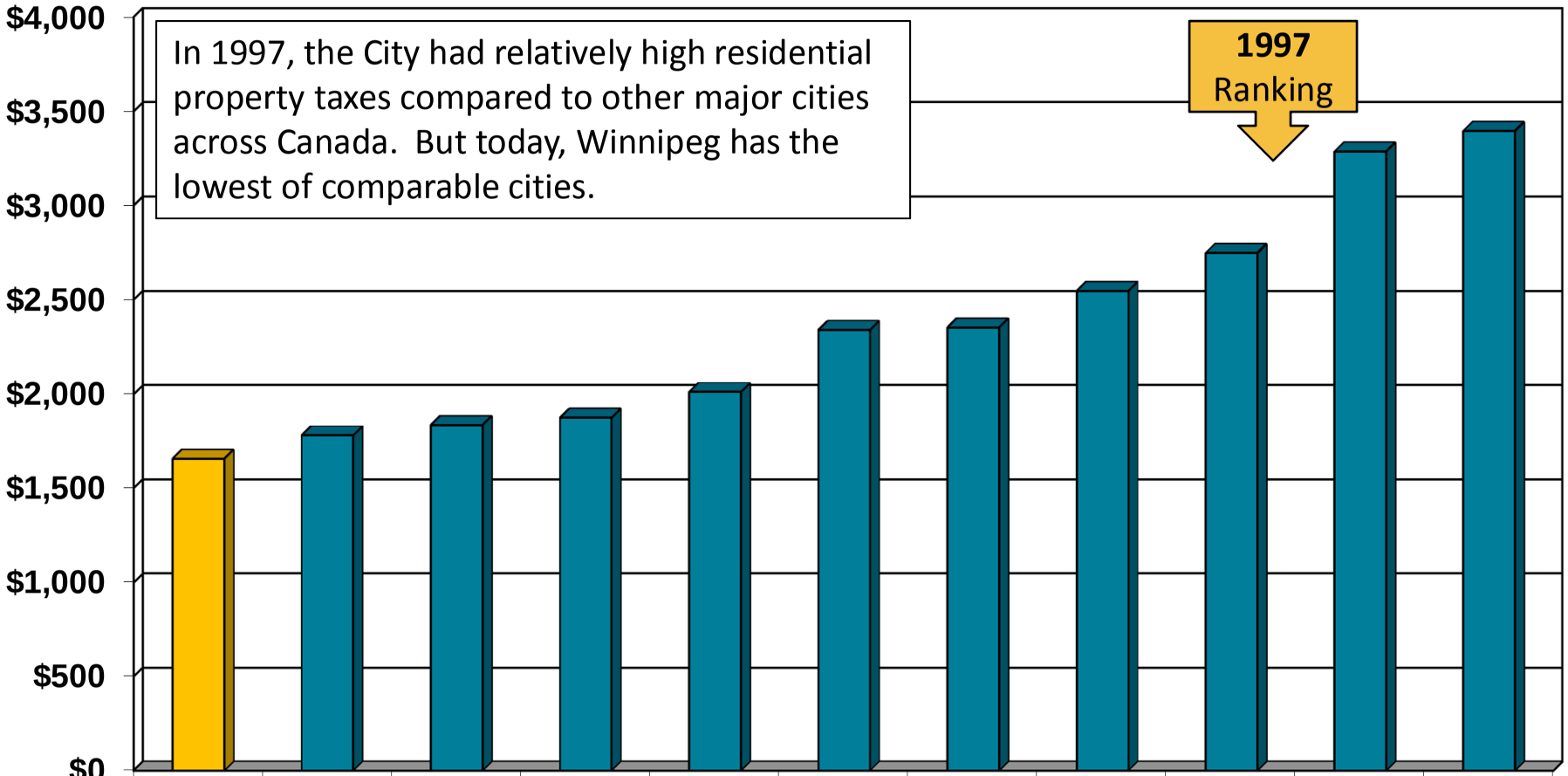
- Annual 2% property tax increase dedicated to capital (1% to each of Regional and Local Street Renewal Programs)

- .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

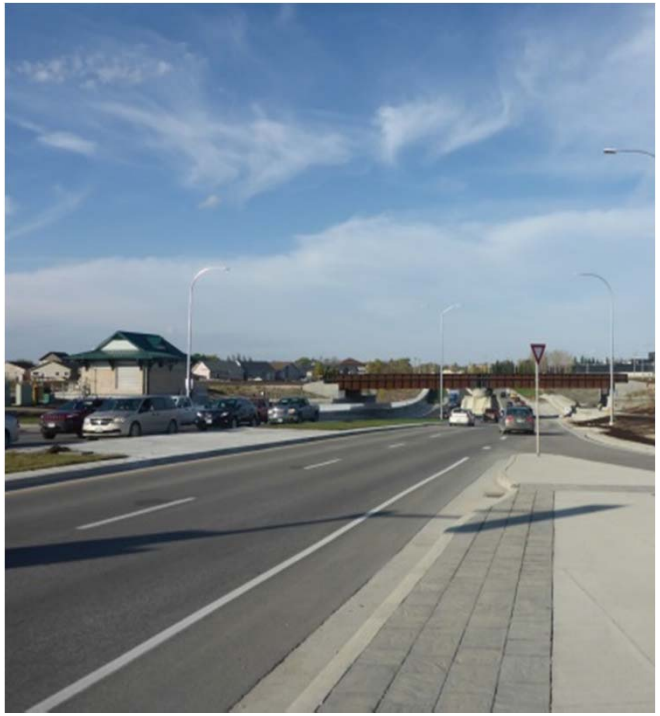
- 2% of property tax increase funds reserves dedicated to the renewal of regional and local streets, back lanes and sidewalks in the capital program
- $11 million in departmental savings/efficiencies have been reinvested in regional street renewal through incremental cash to capital

| 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

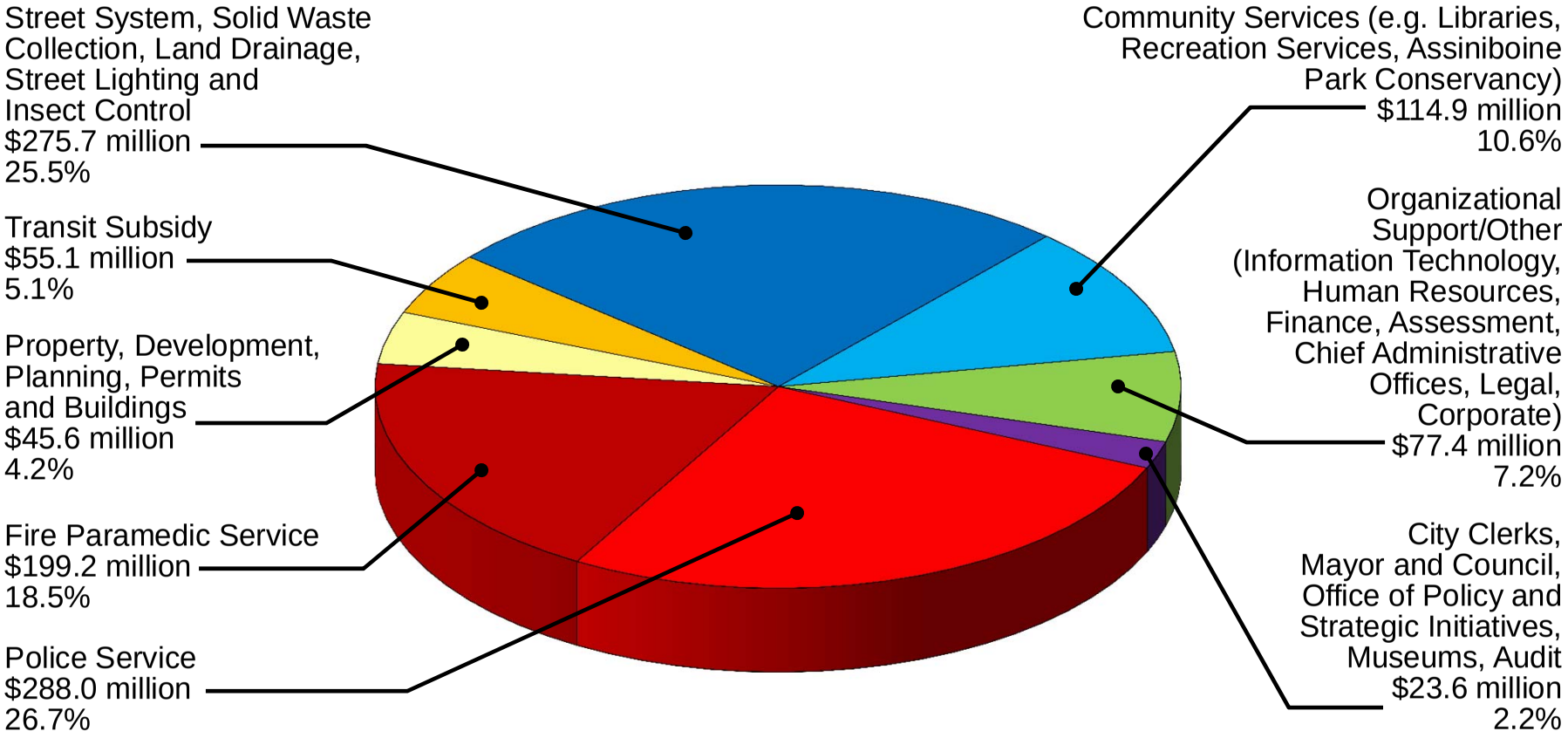
- Ongoing departmental review and analysis
  - Efficiency target of $7.7 million held corporately
  - City-wide vacancy management (staff turnover) of $18.5 million (2016 - $20.9 million)
    - Tax-supported - $12.3 million (2016 - $13.8 million)
    - Utilities - $6.2 million (2016 - $7.1 million)

# 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% .

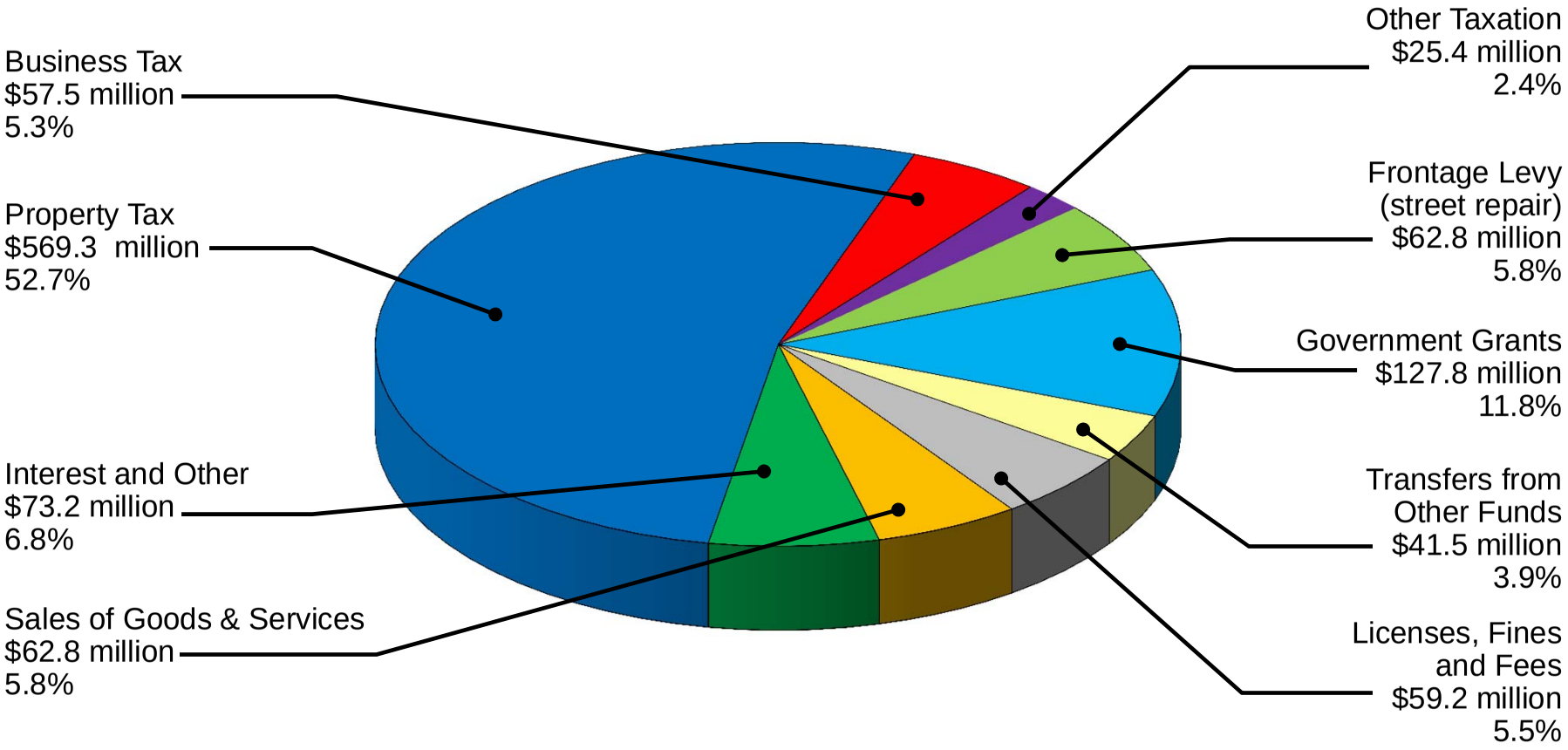
# How is the Money Spent in the Operating Budget?




**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

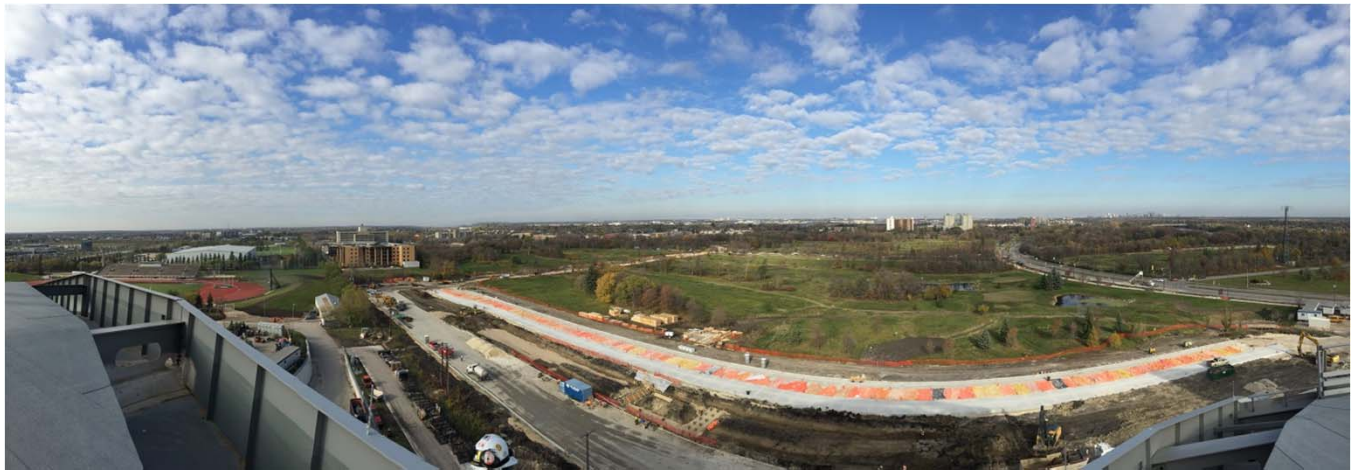


**Splash Pad at the St. Vital Outdoor Pool**

# 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

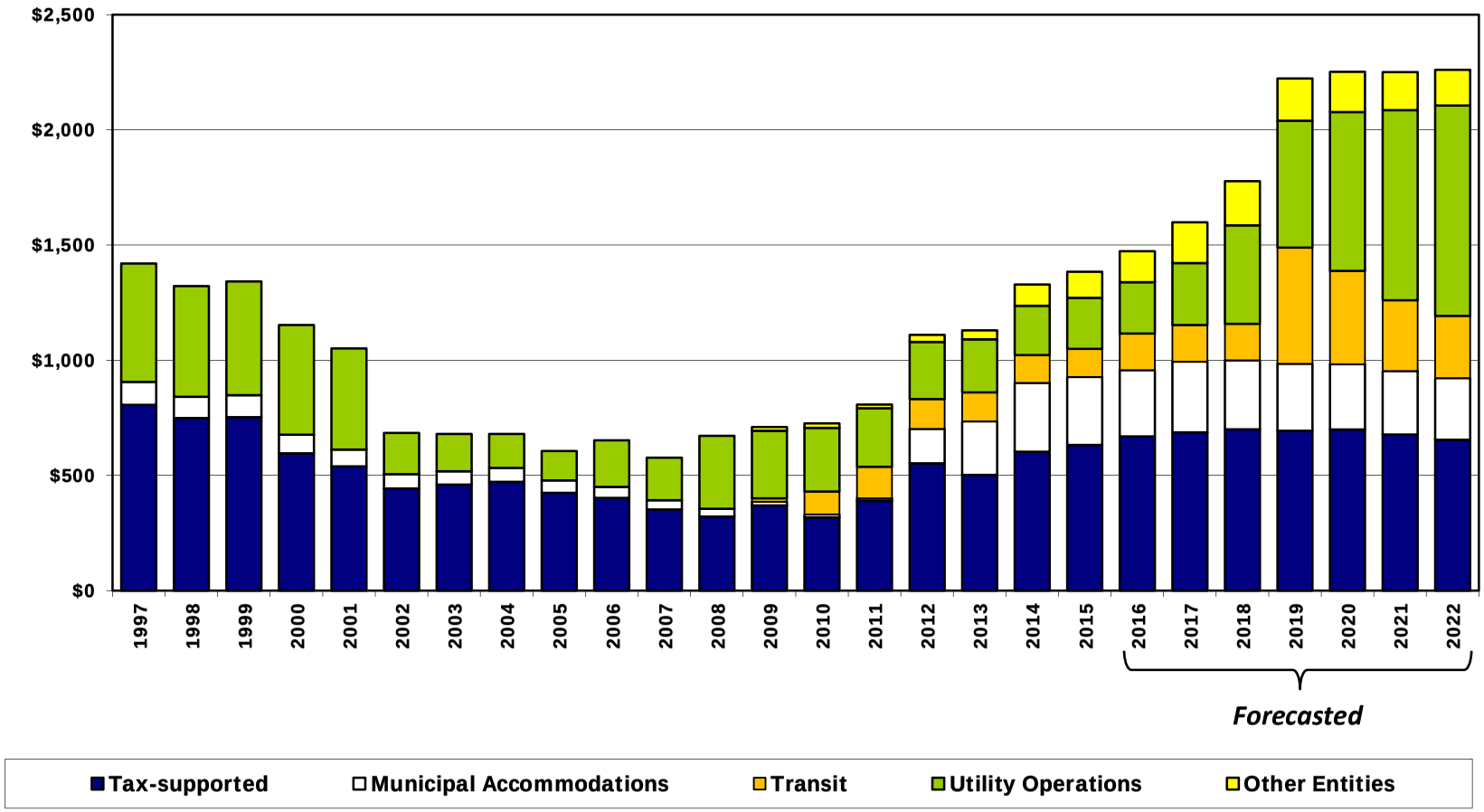
**(Reaffirmed November 2016)**

- 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

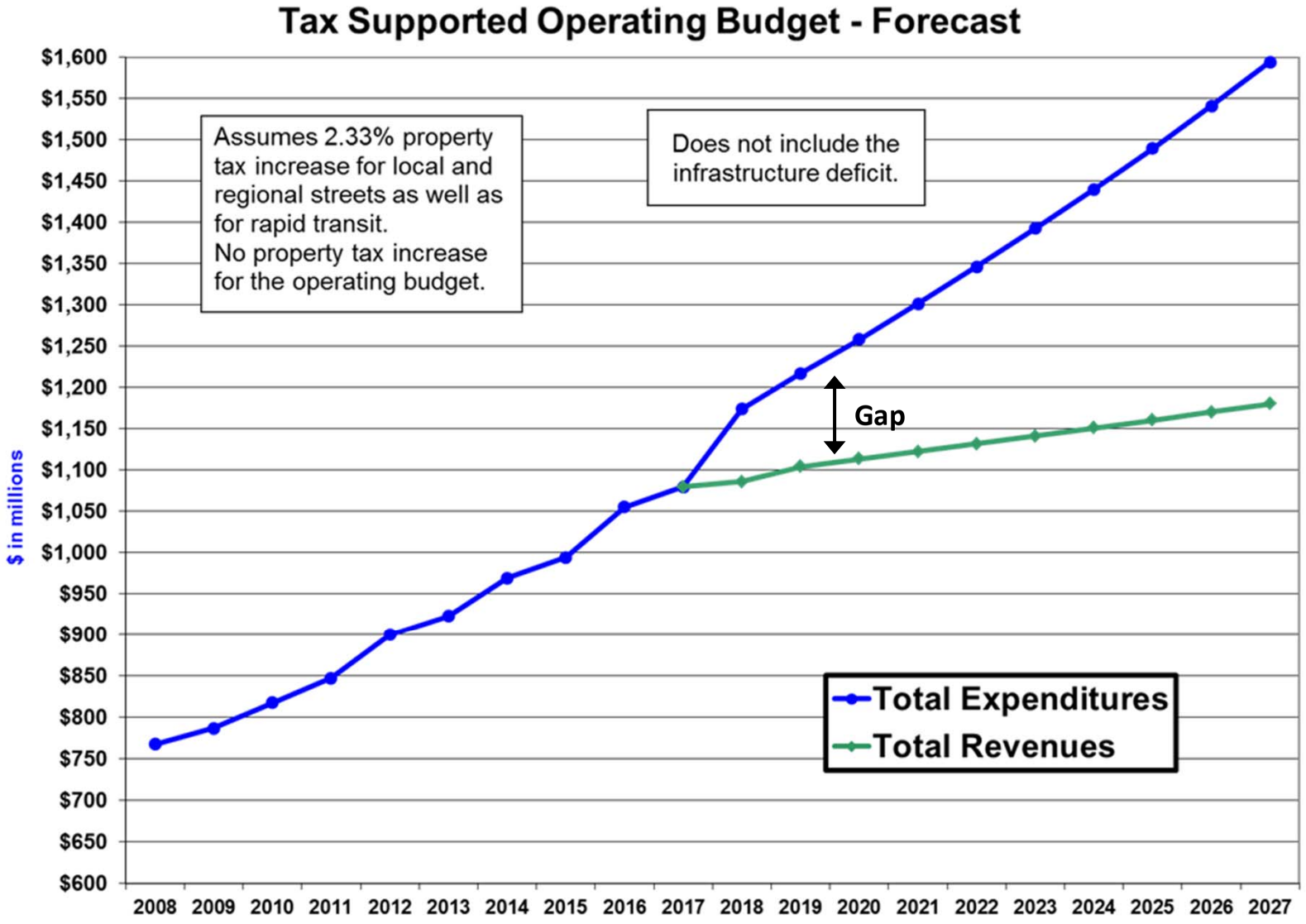
## Tax Supported Operating Budget

| 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<br>$19,045,654 | 2 locations<br>$4,157,000 | 2 locations<br>$2,570,000 |
| Significant Bridge Maintenance Repair Works | 27 locations<br>$504,000 | 26 locations<br>$775,500 | 27 locations<br>$400,500 |
| Slope Stabilization Works | 1 location<br>$1,500,000 | nil | nil |
| Bridge Deck Sealing Program | 23 locations<br>$171,400 | 20 locations<br>$146,300 | 16 locations<br>$128,900 |
| Overhead Sign Structure Maintenance | 3 locations<br>$76,500 | 5 locations<br>$147,400 | 4 locations<br>$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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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<br>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:<br>Manitoba Winnipeg Infrastructure Agreement - 2017 $15.742 million, 2018 $1.718 million<br>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 |
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| | Park Amenity Maintenance |
| | Athletic Field Maintenance |
| | Park Pathway Maintenance |
| | Park Planning/Development |
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| | Dutch Elm Disease Control |
| | Weed Control |
| | Natural Areas Management |
| | Playground Management |
| | Winter Amenity Maintenance |
| | Boulevard Maintenance |
| Community Liveability | Community Health Inspection |
| | Community By-law Enforcement |
| | Bicycle Recovery |
| | Citizen Crisis Response |
| | Social Grants |
| Libraries | Library Circulation |
| | Library Information |
| | Children's Library |
| Arts, Entertainment & Culture | Arts, Ent & Culture Grants |
| | Arts, Ent & Culture Events |
| | Museums |
| | Assiniboine Park Conservancy |
| Insect Control | Insect Control |
| Golf Services SOA | Golf Courses |
| Animal Services SOA | Animal Control & Care |
| **Executive Policy** | |
| Organizational Support Services | Chief Administrative Offices |
| | Communications |
| | Financial Management |
| | Human Resource Management |
| | Info Technology Management |
| | Legal Services |
| | Production Services |
| Assessment, Taxation & Corporate | Assessment and Taxation |
| | Corporate |
| Contact Centre - 311 | Contact Centre - 311 |
| Council Services | Auditing |
| | Mayor and Council |
| | Archives-City Clerks |
| | Elections-City Clerks |
| | Citizen Access and Appeals |
| | Council Support-City Clerks |
| | Executive Support |