



2018 PRELIMINARY BUDGET
Operating and Capital

Volume 2

Winnipeg



City of Winnipeg

2018
Preliminary Budget
Operating and Capital
Volume 2

WINNIPEG, MANITOBA, CANADA

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2018 LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE

Introduction

We are very pleased to table the 2018 preliminary capital and operating budgets.

At the start of this year's budget process, we were facing an immense $89 million deficit in our tax-supported operating budget.

Over the last several months, we have worked collaboratively with citizens and stakeholder groups to present for Council's consideration a preliminary budget that is balanced with no draw on the financial stabilization reserve while also reflecting the input received from many Winnipeggers.

Bringing this year's budget back into balance has required many difficult choices and decisions to be made.

Balancing the 2018 budgets was even more challenging than previous years because of the Province of Manitoba's decision to eliminate two key programs including the 50/50 transit funding agreement and the Building Manitoba Fund which provided stable, predictable and growth oriented funding for Winnipeg.

We appreciate the significant financial challenges that the current provincial government has inherited, but we do not believe that these problems should be downloaded on the backs of Winnipeg property taxpayers. We will therefore continue our efforts to secure a new long term stable, predictable and growth oriented funding commitment from the Manitoba provincial government.

Notwithstanding these challenges, we believe the preliminary budgets present a balanced, fiscally prudent and responsible blueprint, a plan that limits annual budgeted tax supported expenditure growth to one of the lowest rates in the city's history, while maintaining and investing in key infrastructure and services that are important to Winnipeggers.

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.

This year's budget planning process included the most extensive public engagement conducted by the city. Budget consultations were open to all members of the public and community organizations, and provided opportunities to discuss the challenges and opportunities facing Winnipeg. Citizens also had the opportunity to provide input and feedback through various on-line platforms. Individual meetings with each member of Council were also conducted by the Chair of the Standing Policy Committee on Finance.

Demands on this year's budget continue to be high for priorities such as improved roads and bridges, safe and secure communities, Dutch Elm Disease control, and other critical infrastructure and services.

We believe the preliminary 2018 budgets strike the right balance between fiscal discipline, addressing our immediate priorities, and continuing to invest in key services and infrastructure that build our city for the future.

Operating Revenues & Expenditures

Winnipeg continues to have amongst the lowest operating costs per capita across all major cities in Canada.

This year's operating budget proposes to maintain Winnipeg's competitive ranking in this regard by limiting operating expenditure increases to 1.2 percent, one of the lowest rates of budgeted growth in tax-supported spending in the history of Winnipeg.

The new collective agreements that were negotiated in 2017 between the city and its major unions contributed significantly in managing the overall level of expenditure growth in 2018. In 2017, these new collective agreements resulted in city-wide savings of $16 million which will increase to $21 million annually starting in 2018.

We thank all of our valued city employees for their efforts in helping us achieve negotiated collective agreements that are fair to employees, more affordable to taxpayers, and ultimately more sustainable over the long term.

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 (Stage 2). This increase means the average homeowner will pay an additional $39 in municipal property taxes in 2018.

To continue powering the economy and reduce the burden on small businesses, the Business Tax will be reduced from 5.25 percent to 5.14 percent and the Business Tax threshold will be increased from $32,220 to $33,300 in 2018.

Since this Council took office two years ago we have reduced the Business Tax rate from 5.7 percent to 5.14 percent, representing a 9.8% decrease to the Business Tax rate since 2014. We have also increased the Business Tax threshold from $23,880 to $33,300 which has eliminated the business tax for almost one-half of Winnipeg businesses.

There is no rate increase proposed to the frontage levy in 2018 and the water and sewer dividend rate remains fixed.

There are no new fees in the 2018 preliminary budget. There is also no increase proposed to recycling fees for 2018 beyond the rate of inflation.

The 2018 preliminary budgets propose an increase to the minimum tipping fee from $15.00 to $20.00 for solid waste delivered to the Brady Road Land fill as well as a $15 to $20 rate increase for additional garbage bags (up to 3) at the curbside effective March 1, 2018. Current tonnage rates for waste delivered to the Brady Road land fill will increase by $1.00 to $6.00 per tonne effective March 1, 2018 to encourage conservation and help offset the cost of the new recycling contract in 2018.

As a means to increase turnover and increase availability of on-street parking, the 2018 preliminary budget proposes an increase of $1.00 per hour to on-street parking effective April 1, 2018. Parking in low demand zones will increase from $1.00 per hour to $2.00 per hour. Parking in high demand zones within the downtown and exchange districts will increase from $2.00 per hour to $3.00 per hour, with all revenue raised from these increases invested in core service delivery.

Penalties for late payment of property and business taxes will increase from 2.25% to 2.50% per month effective July 1, 2018, and the early payment discount for parking tickets will be reduced from 50% to 25% of the amount of the ticket, effective April 1, 2018.

Increases to most remaining fees and charges will be limited to the rate of inflation of 1.2% in 2018 with the exception of transit fares.

The preliminary 2018 budgets have been balanced without any draw on the financial stabilization reserve. The Impact Fee will not be used as a funding source in 2018, and revenue accrued through the Impact Fee will be held in reserve.

Road Renewal

Without a doubt, investment in roads continues to be a top priority for Winnipeggers and this budget reflects this priority with continued record levels of investment in 2018.

The 2018 budget proposes to increase investment in road renewal to a record level of $116 million in 2018, the highest annual level of investment in road renewals in Winnipeg's history. This is an increase of $11 million from 2017 which reflects the value of the two percent property tax increase in 2018 dedicated to local and regional road renewal. Investments in road renewal will represent one-third of the entire capital budget in 2018.

The investment of $116 million in 2018 will allow us to undertake important road renewal projects across the city including:

- Reconstruction of Empress St./Empress Street E./Westway/Eastway from St. Matthews to Portage Ave;
- Reconstruction of McPhillips St north and south Bound from Logan to Jarvis;
- Rehabilitation of Fermor ave from St Anne's to Archibald; and
- Rehabilitation of Roblin Boulevard east bound from Assiniboine Park Drive to Shaftesbury.

The capital forecast increases investments in road renewal each year starting in 2019 for a total investment of $811 million in road renewal over the next six years.

We will also continue to advocate for additional federal funding of up to $182 million for regional road renewals under the New Building Canada Fund which requires approval of both the federal and provincial governments. If the city is ultimately successful in this application, the six year investment in road renewals would increase to almost $1 billion.

Dutch Elm Disease Control

Winnipeg's vast elm tree canopy comprises a significant portion of its total tree inventory and is one of our city's greatest treasures. Unfortunately, due to the increasing spread of Dutch Elm Disease (DED) we continue to lose more of our precious elm trees at an increasing rate. If we do not reverse this trend now, we run the risk of losing even more of our tree canopy.

To address this reality, the preliminary budgets propose a record capital investment of $4.6 million to address the backlog of elm tree removals in 2018 which is the most important step in limiting the spread of DED. The additional funding for DED is being financed in part from the proceeds of the sale of the Winnipeg Square Parkade.

In 2018, the total capital investment in the Urban Forest Enhancement Program, including DED removal and the Reforestation Improvement program will increase from $2.1 million to $7.1 million. With a further investment of $11.6 million in the operating budget for tree planting, pruning and additional DED control measures, we will invest a total of $18.7 million in maintaining and enhancing Winnipeg's tree canopy in 2018.

Transit

Over the last decade, the city of Winnipeg has made significant investments to build a modern, efficient, and affordable transit service. These investments have been supported by the 50/50 transit funding agreement with the Province of Manitoba.

In 2017, the Province unilaterally eliminated the 50/50 transit funding agreement leaving provincial transit funding to the City of Winnipeg frozen at 2016 levels.

The Province's decision to eliminate the 50/50 transit funding agreement created an estimated $10 million shortfall in Winnipeg transit's operating budget in 2018. We were disappointed with this decision and urge the provincial government to reinstate the 50/50 transit funding agreement in the 2018/19 provincial budget.

We do not, however, think it is fair for transit riders to bear the entire burden of addressing this funding gap, nor do we believe it is fair that this burden be borne entirely by property taxpayers who already provide a significant subsidy to transit. Instead, we have opted for what we believe is a balanced approach to address this significant provincial funding shortfall in transit.

Barring a decision by the provincial government to re-instate the 50/50 transit funding agreement, transit fares for all riders will increase by an additional 20 cents above the annual five cent inflationary increase, for a total fare increase of 25 cents effective January 1, 2018.

Winnipeg currently has among the lowest transit fares compared to other major Canadian cities and Winnipeg's transit fares will continue to be below the national average and among the lowest fares compared to other major Canadian cities even with the proposed 25 cent fare increase. Winnipeg Transit fares for seniors will continue to be the lowest of all major Canadian cities with the proposed 25 cent fare increase.

To further address the provincial transit funding reduction the Winnipeg Transit department has prepared a preliminary list of service reductions involving 23 routes throughout the city that have the lowest volume of riders. These service reductions are primarily limited to off peak hours in the mornings, evenings, and weekends. The department will further review and refine the preliminary list as part of the transit scheduling process for implementation in June 2018.

The additional transit fare increase of 20 cents, together with the service reductions, will make up approximately $5 million or one-half of the $10 million provincial transit funding gap. The remaining $5 million will be made up through a draw on transit reserves as well as financing the purchase of new buses in 2018 with debt rather than cash.

Notwithstanding the new fiscal reality that we face in transit we also recognize the need to continue to invest in transit. The 2018 capital budget proposes an investment of $28.4 million to purchase 40 new transit buses to modernize and renew the bus fleet.

The 2018 budgets also proposes a new investment of $1.2 million including a capital investment of $460,000 for additional bus fleet cameras and shelters for bus inspectors and $717,000 of incremental operating funding to support additional transit security and point duty inspectors. This investment will implement the transit safety recommendations that were approved by Council in 2017 following the tragic death of bus operator Irvine Jubal Fraser.

We also recognize that transit is facing a new fiscal reality in light of the provincial funding reductions and a new operating environment in light of declining ridership and new service transportation service providers in the vehicle for hire industry. Therefore, a recommendation

in the 2018 preliminary budgets will require Winnipeg Transit to undertake a long term strategic plan in 2018 to address operating, financial, and service objectives to help ensure that transit can be positioned for success in the future.

Active Transportation

Investments in active transportation support active healthy active lifestyles and are essential to building a modern and growing city. The 2018 preliminary budgets propose a total investment of $17.3 million in new active transportation infrastructure, a record level of investment which is an increase of $4.1 million or 31% from $13.2 million in 2017.

Investments in 2018 include:

- New protected bike lanes on Empress Street;
- New protected bike lanes on Garry Street and Notre Dame;
- A new mixed use sidewalk along the Fermor Bridge; and
- Acquisition of land for the Churchill Pathway from Churchill Drive to Togo, with construction to begin in 2019.

Community Safety

The 2018 preliminary budget proposes to invest a total of $292 million in the Police Service which reflects an increase of approximately $3.5 million or 1.2 percent from last year's budget. This increase is in-line with the rate of inflation and consistent with the level of increase recommended in the Winnipeg Police Board Strategic Plan.

Despite the significant progress our city has made in reducing the crime rate, public safety remains a concern for residents across our city and in our downtown. To address this concern the preliminary budgets include a recommendation for the public service to prepare a multi-year strategy to improve public safety and security in our downtown to be funded by the proceeds of the Accommodation Tax. In formulating this plan the public service will be asked to seek input from multiple stakeholders including but not limited to the Downtown Biz, the Manitoba Hotel Association and the Winnipeg Police.

The proposed budgets provide $193.5 million to be invested in the Fire Paramedic Service in 2018. The 2018 preliminary budgets include additional resources to purchase new firefighting equipment and maintain existing fire halls.

Efficiency Savings & Innovation

Identifying efficiencies, ensuring value for taxpayers, and encouraging innovation is more important than ever in this year's preliminary budgets.

In 2018, we have identified a further $11.5 million of efficiency savings through various measures. These savings have been invested back into the capital budget to help rebuild regional roads. This will fulfill a commitment to re-invest a total of $40 million into regional roads from efficiency savings over the four year term of this Council.

This year's preliminary budgets have also included $3.4 million of efficiency savings in the form of an additional vacancy management target for a total of $21.9 million that will be shared by all tax-supported departments, special operating agencies, but excluding the Fire and Police departments.

This savings target will be achieved by holding existing vacant positions vacant for a longer period of time and by deferring the filling of newly vacated positions as existing employees leave their employment with the city. This exercise will not involve any layoffs of current city employees.

The city's Chief Administrative Officer will be given delegated authority to manage this vacancy management target among city departments in order to minimize the impact of this measure on front line service delivery.

Six-Year Capital Investment Plan

The city continues to face an immense challenge to address a projected infrastructure deficit of $7 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 preliminary 2018 capital budget proposes an investment of $357.4 million which is primarily targeted to investments in roads and bridges, water and wastewater infrastructure, and transit.

The 2018 total city capital budget of $357.4 million is a decrease of $75.5 million from $432.9 million in 2017 due primarily to one-time projects in the 2017 capital program as well as changes in cash to capital and provincial funding.

External debt in 2018 for new capital investment is $48.2 million in 2018, up from $36.3 million from 2017. While this reflects an increase of $11.9 million from last year, Winnipeg's overall level of external debt is still well within its self-imposed debt limits which are among the most stringent in Canada.

Over the next six years, the capital budget is projected to invest a total of $2.2 billion. Individual strategic capital investments over this 6-year period include:

- Replacement of the Saskatchewan Avenue Culvert at Sturgeon Creek with a new bridge in 2018 -$8.0 million;
- Rehabilitation of the Fermor Avenue Bridge over the Seine River in 2018-$4.1 million;

- Enhancements to Parks and recreation assets, $3.7 million in 2018 and $20.2 million over the 6 year period;
- Investments to reduce the incidence of Combined Sewer Overflows, $26.1 million in 2018 and $157.2 million over the 6 year period; and
- Redevelopment of the former Public Safety Building and Parkade, $8.9 million in 2019.

New and ongoing program investments

The 2018 preliminary budgets propose new and ongoing investments to build complete neighbourhoods, strengthen community amenities, and review the governance structure at City Hall including:

- $150,000 to continue the Community Homeless Assistance Program (CHAT);
- Fourth year of a 5 year annual commitment of $150,000 towards the United Way's Plan to End Homelessness;
- $175,000 to support a review of the city's current governance framework;
- $10.8 million of operating support for the Assiniboine Park Conservancy and a further capital grant of $5.1 million to support their on-going infrastructure renewal efforts;
- Third year of a five year annual commitment of $1 million to the Winnipeg Art Gallery Inuit Art Centre; and
- $1.25 million to support the Indigenous Youth Strategy, consistent with 2017.

We are also pleased the 2018 preliminary budgets continue with an investment of over $43 million in grant support to many different organizations, museums, and community centres who deliver important services to residents across our city.

The preliminary budgets also recommend an enhanced tourism and events acquisition strategy to be funded from Accommodation Tax revenue. Criteria for this new strategy will be developed by the Manitoba Hotel Association in consultation with Economic Development Winnipeg.

Conclusion

Moving into the final year of this Council's mandate, we believe City Hall is on a better track today than it was three 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 have also made record levels of investment in new and existing infrastructure over the last three years.

We believe the 2018 preliminary budgets continue the momentum and progress made over the last three years.

Over the next 25 years, Winnipeg's population is expected to chart strong and steady increases. On average, population growth over the next 25 years in Winnipeg is estimated to increase by 8,200 people per year. This means Winnipeg is expected to add the equivalent population to the City of Morden each year over the next 25 years.

As a city, and a Council, we need to be thinking about and planning today for a future we know is going to create increased demand not only on our existing city infrastructure and services, but also demand for new infrastructure and expanded services. In this regard, the preliminary budgets include a recommendation for the Chief Financial Officer to conduct a review of multi-year budgeting techniques and best practices in other jurisdictions to address the tax-supported structural deficit to make recommendations for future implementation of multi-year balanced budgets by the City of Winnipeg.

Looking forward, we will also 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 receives not only a fair say in how provincial grants are spent, but also access to stable, predictable and growth oriented funding.

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 2018 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 2018-2020 Preliminary Operating Budget be approved:

   A. i. That the 2018 Preliminary Operating Budget, including the budgets for reserves (Appendix 3), be reviewed and submitted to Council for approval; and

      ii. That the 2019 and 2020 projections be received and submitted to Council as information on the preliminary financial plans for those years.

   B. That the City's mill rate be decreased from 13.063 to 12.987 in 2018, to reflect the general assessment, adjusted for new assessable properties, and for the purpose of raising revenue as required for the annual operating budget.

      Note: This mill rate of 12.987 in 2018 includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks; a 1% property tax increase dedicated to the renewal of regional streets and sidewalks, and; a .33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project, for a total property tax increase of 2.33%.

   C. i. That the City's business tax rate be decreased from 5.25% to 5.14% in 2018, 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 $33,300 or less in 2018 ($32,220 in 2017).

   D. That the fees (Appendix 7), levies and transfers between funds outlined in the 2018 Operating Budget be approved.

   E. That $1,512,234 in prior years' tax supported cash to capital surplus, identified in Appendix 5D due to capital projects coming under budget, be utilized to reduce the transfer to the General Capital Fund in the 2018 tax supported operating budget.

   F. That a transfer from the Land Operating Reserve Fund to the General Revenue Fund be made in 2018 to a maximum of $2,535,000 provided the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full

$2,535,000 transfer cannot be made, any shortfall will be addressed during 2018.

G. That Council remove any restrictions regarding the use of the net proceeds from the sale of the Winnipeg Square Parkade (as set aside in the November 25, 2009 Council report and any subsequent related reports) in the Winnipeg Parking Authority Special Operating Agency (WPA) and that the following be implemented:

i. Transfer $595,000 from the WPA to the General Revenue Fund; and

ii. Transfer $5 million, originally set aside for the James Avenue Parkade and held in the Land Operating Reserve, to the General Capital Fund for capital projects as contained in the 2018 capital budget.

H. i. That prior to payment of any monies approved in the 2018 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; and

ii. That Council approve grant delegations as indicated in Appendix 2.

I. i. That the Public Service continue discussions with the WRHA to ensure the Emergency Medical Services revenue position is maintained by additional revenue from the WRHA, after recognizing the impact of the Provincially mandated ambulance fee reduction, and

ii. That if the 2018 WRHA funding levels do not maintain a budget neutral position for the City, a report be brought forward to Council proposing options.

J. i. That the Brady Landfill Site Rehabilitation Reserve be terminated effective January 1, 2018 and replaced with a new Landfill Rehabilitation Reserve in accordance with Section 289 of the City of Winnipeg Charter;

ii. That the purpose of the new reserve be to provide funding, over time, for closure and post-closure landfill needs including leachate management, environmental monitoring and site

restoration costs for all active and closed landfills maintained under the responsibility of the City;

iii. That this reserve continue to be funded through annual deposits from tipping fee revenue accounts of the Solid Waste Disposal Fund based on a portion of the tipping fee per tonne charged on garbage disposal, the current rate is $1.00 per tonne of material landfilled;

iv. That the Fund Manager of the new reserve be the Director of the Water and Waste Department; and

v. That the balance of funds in the Brady Landfill Site Rehabilitation Reserve, projected to be approximately $7 million, be transferred to the new Landfill Rehabilitation Reserve effective January 1, 2018.

K. That Council authorize the Chief Financial Officer to conduct an external review of the Cemetery Perpetual Maintenance Reserves in an amount up to $150,000, to be funded from the perpetual maintenance reserves, to determine appropriate and sustainable funding levels for those reserves, and that the Chief Financial Officer report back to Council with ensuing recommendations.

L. That Council repeal the Basement Flooding Protection Subsidy Program By-law No. 19/2011 as the Province is no longer participating in the program.

M. That Council, in light of a new funding reality and service environment, request the Winnipeg Transit Department to develop a long term strategic plan in 2018, to include but not be limited to, appropriate financial projections, service goals, performance metrics, and related benchmarking data, as well as a capital investment plan and financing strategy for this plan, and report back to Council.

N. That the Director of Transit be delegated authority to approve in-kind requests from charitable organizations for the donation of transit fare products (such as tickets, passes, peggo products etc.), to a maximum amount of $1,000 per request, from within existing budgets, for specific, one-time, non-profit events.

O. That the Public Service review the provision of free bus rides for veterans on Remembrance Day and report back to Council in time for implementation on Remembrance Day in 2018.

P. That Council cancel the $850,000 running track project at College Jeanne Sauve (CJS, South Winnipeg St Norbert ward), previously projected in 2019 and 2020 in the 2017 capital budget process, through the Dakota Community Centre. The Louis Riel School Division

(LRSD) advises its higher priority for the CJS site is a student commons / theatre expansion. Therefore, that Council instead approve a 2018 grant of $500,000 to the LRSD for this project. Additionally, that Council approve a 2018 grant of $500,000 to the LRSD for a running track to be constructed at Victor Mager school (St Vital ward), partially financed from reallocated surplus capital funding including amounts redirected from the St. Vital library renovation surplus.

Q. That Council approve the wind-up of the Winnipeg Enterprises Corporation and transfer, in 2017, the remaining surplus of approximately $310,000 to the General Revenue Fund.

R. i. That the Chief Administrative Officer or designate be delegated the authority to manage departmental vacancy management included in the 2018 budget, recognizing any new in-year circumstances as might arise in other revenue or expense accounts Citywide, that may be allocated to assist with a view to optimizing service levels.

Ii. That Special Operating Agencies include a budget for vacancy management, as is the practice for other City departments to be transferred to the tax-supported fund and managed in a similar manner as set out in R(i).

S. i. That the Municipal By-law Enforcement Act (MBEA) Enabling By-law (No. 59/2016) be amended to reduce the amount of the early payment discount for parking offences from 50% to 25% of the fine, and that the City Solicitor be directed to provide an amending by-law accomplishing this directly to Council for enactment;

ii. That Council approve an increase in parking meter rates by $1.00 per hour for all on-street parking meters in the City; and

iii. That the incremental revenue to the Winnipeg Parking Authority anticipated to result from these changes be transferred to the General Revenue Fund.

T. That the Public Service prepare a report to the appropriate Committee of Council within 120 days recommending options to utilize unspent funds in the Destination Marketing Reserve to support the following initiatives:

i. An enhanced tourism and events strategy which will supplement funding dedicated to the existing Special Events Marketing Fund up to a combined total of 25% of annual proceeds from Accommodation Taxes collected. The Manitoba Hotel Association in consultation with Economic Development Winnipeg Inc. and Tourism Winnipeg would develop criteria for the additional funding;

ii. A multi-year downtown public safety strategy including, but not limited to, enhanced outreach services, expanded foot patrol and other security initiatives to be developed in consultation with stakeholder groups such as the Manitoba Hotel Association, the Downtown BIZ, the Winnipeg Police Service, the UN Safe Cities Committee and other such organizations; and

iii. Options for an accelerated repayment plan of the outstanding debt related to the Winnipeg Convention Centre (WCC) expansion project.

U. That the Chief Financial Officer conduct a review of multi-year budgeting techniques, including best practices in other jurisdictions, to address the tax-supported structural deficit with a view to recommending an approach to balance the tax-supported budget for a multi-year period.

V. 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 and the impact of any decisions made in recommendation R, if required, on a budget neutral basis.

W. 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 2018 Preliminary Capital Budget and 2019 to 2023 Five Year Forecast be approved:

A. i. That the 2018 Preliminary Capital Budget, totaling $357,385,000 be reviewed and submitted to Council for approval;

ii. That new capital borrowing authority be approved as follows:

a) $45,449,000 external borrowing for 2018 tax-supported operations,
b) $6,965,000 external borrowing authority as a first charge against the 2019 tax-supported capital budget;
c) $22,143,000 external borrowing for 2018 tax-supported internal financing, and
d) $2,800,000 for the 2018 Solid Waste Utility operation.

iii. That the 2019 to 2023 Five Year Capital Forecast be reviewed and submitted to Council for adoption in principle.

B. That unutilized borrowing authority (By-law 40/2016) in the tax supported operations of $1,760,000 be cancelled.

C. That unutilized borrowing authority (By-law 40/2016) of $9.5 million in the tax-supported operations for the 2016 Waverley Street at CN Mainline (Rivers) Grade Separation project be cancelled and replaced with CN Rail Cost Apportionment funding consistent with the December 14, 2016 report to Council.

D. That unutilized borrowing authority (By-law 136/2016) of $3,303,000 for the 2017 Comprehensive Integrated Waste Management Strategy (CIWMS) - 4R Winnipeg Depots (Community Resource Recovery Centres) project be cancelled and replaced with Waste Diversion Reserve funding.

E. That the 2018 cash to capital contribution from the operating budget be $23.344 million and includes incremental cash to capital from tax-supported savings transferred to the Regional Streets Renewal program in the amount of $11.5 million. This investment combined with $6.5 million in 2015, and $11 million in each of 2016 and 2017, has provided a total of $40 million to the Regional Streets Renewal Program over the period.

F. That $250,000 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 2018 capital budget.

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 expenditures on the following projects in 2018 or prior to the adoption of the 2019 capital budget as a first charge against the General Capital Fund, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate timely work on the projects:

i. Up to $2,405,000 for the St. James Civic Centre – Facility Renewal and Expansion project;

ii. Up to $2,239,000 for the Seven Oaks Pool – Concrete Restoration and Air Handling Unit Replacement project;

iii. Up to $2,600,000 for the Pan Am Pool – Ceiling, Lighting and Public Address and Audio System project;

iv. Up to $3,570,000 for the River Heights Library project;

v. Up to $2,500,000 for the Empress St./ Empress St. E/ Westway / Eastway – St. Matthews to Portage regional street renewal project;

vi. Up to $7,600,000 for the Fermor Avenue – St. Anne's to Archibald regional street renewal project;

vii. Up to $4,800,000 for the Garry/Notre Dame – Notre Dame to Assiniboine/Portage to Princess regional street renewal project; and

viii. Up to $5,100,000 for the Fermor Avenue Bridge (Seine River) project.

I. That, upon confirmation of federal funding for the accelerated regional street renewal program, in accordance with the intent of the application approved by Council on July 19, 2017, the Public Service come forward with a report confirming the impact of the additional federal funding for the 2018 and future capital forecast years of the regional street renewal program.

J. As the Province has not confirmed its annual capital funding of $50 million for roads in the 2018 capital budget and 5 year forecast, and roads are a priority of the Citizens of Winnipeg, that Council pursue confirmation of stable, predictable, and growth oriented capital funding from the Province.

K. 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.

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

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

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2018 PRELIMINARY OPERATING AND CAPITAL BUDGETS

Winnipeg

November 22, 2017

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Overview

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



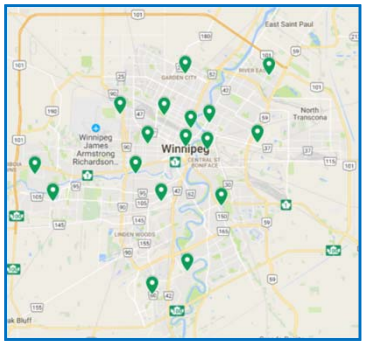
Budget Context

- Tax Supported Operating Budget shortfall for 2018 from 2017 process was $88.9 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



Budget Consultation Public Engagement Process – April 2017

Public Engagement Objectives	Improve public's understanding of the City's budget process	Increase public participation in the budget process	Incorporate the public's ideas
In-person	900+ interactions with residents	17 pop-up events	
Surveys	250+ surveys completed by residents	600+ surveys completed by City of Winnipeg employees	
Online Participatory Activities	52 budget allocator tool submissions	72,800 Twitter Followers'	
Information	6,251 webpage views	Facebook 15,153 Followers	



17 pop-up event locations



15,153 Facebook followers

72,800 Twitter followers

Budget Consultation Public Engagement Results

- ‘Street maintenance’ was identified as the highest priority service area
- ‘Street maintenance’ was also identified the highest priority service area in the 2017 budget public engagement process
- Visit the webpage for full details and results:
  - winnipeg.ca/engagebudget2018



2018 Budget Priorities

- Maintaining record level Street Renewal Investment
- Investing in Community Assets including our Urban Forest Infrastructure and Dutch Elm Disease Control
- Safe and Secure Communities
- Efficiencies and Innovation



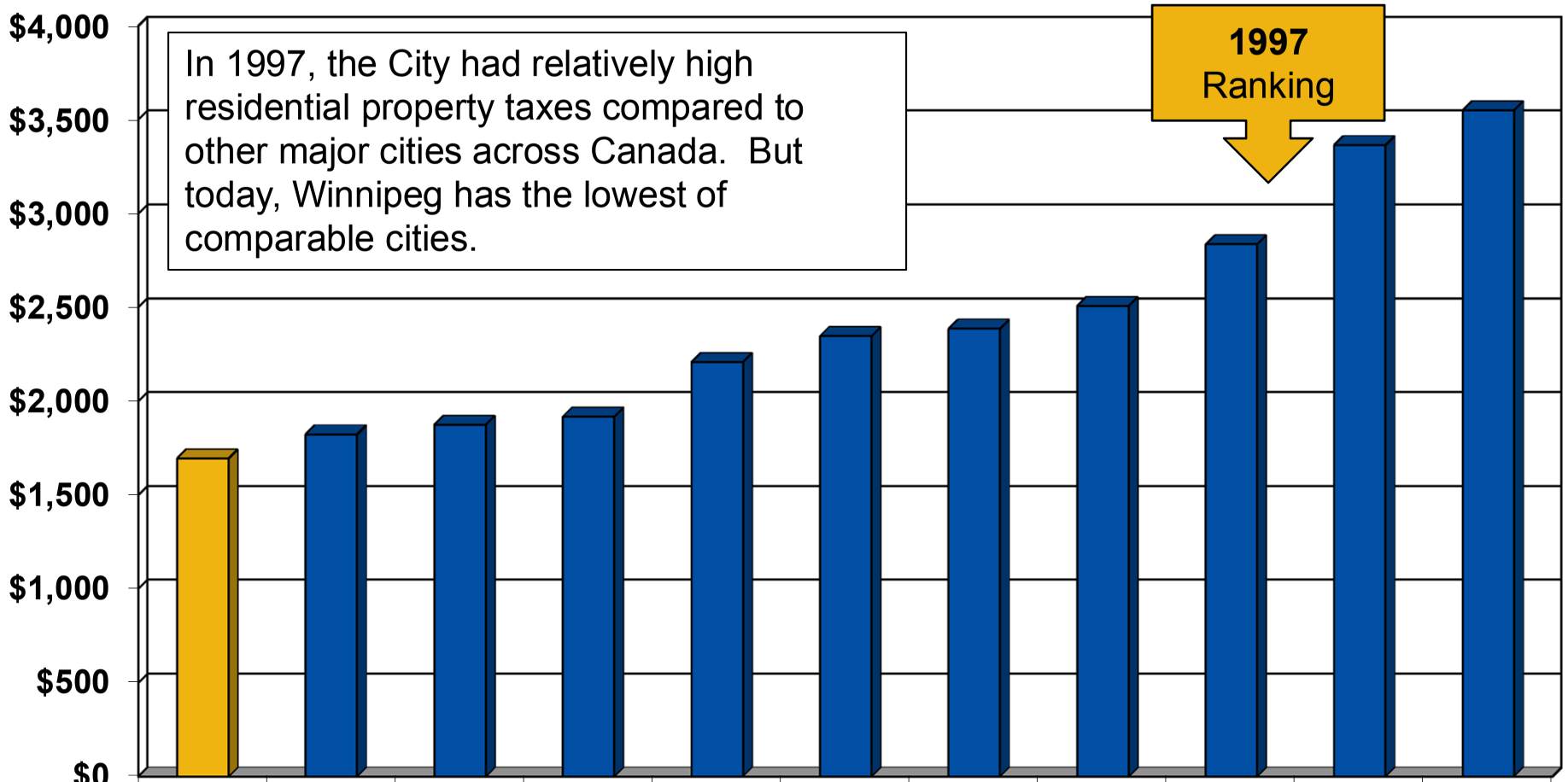
Kernaghan Avenue

2018 Highlights

- Combined 2.33% property tax increase
  - 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)
- No frontage levy rate increases
- No new fees
- No draw on the Financial Stabilization Reserve
- No impact fee as a funding source

2017 Municipal Property Tax Comparison

Based on either average or median house values



	Wpg [a]	Cal [m]	Hal [a]	Sask [a]	Van [m]	Vic [a]	Edm [a]	Que [a]	Tor [a]	Ham [a]	Ott [a]
2017	$1,694	$1,823	$1,874	$1,917	$2,207	$2,346	$2,385	$2,506	$2,835	$3,364	$3,549

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 Western Cities

	1999 to 2009	2010	2011	2012	2013	2014	2015	2016	2017	Increases Added 1999 to 2017	2018
Vancouver	43.7%	2.0%	2.0%	2.8%	2.0%	1.9%	2.4%	2.3%	3.9%	**63.0%**	
Edmonton	50.1%	5.0%	3.9%	5.4%	3.3%	4.9%	5.7%	3.4%	2.9%	**84.6%**	5.0%*F
Calgary	42.4%	4.8%	5.0%	6.0%	5.5%	5.0%	4.5%	3.5%	1.5%	**78.2%**	2.0% P max
Saskatoon	37.1%	3.9%	4.0%	4.0%	5.0%	7.43%	5.34%	3.96%	2.55%	**73.3%**	4.96% P
Regina	23.6%	4.0%	4.0%	3.9%	4.5%	5.9%	3.9%	3.3%	6.49%	**59.6%**	
Winnipeg	-6.0%	0.0%	0.0%	3.5%	3.9%	2.95%	2.3%	2.33%	2.33%	**11.3%**	2.33% P

- Over the last 19 years, other cities have continued to approve annual property tax increases for use for both their operating budgets and their capital / infrastructure budgets.
- When added, these amount to significant increases relative to Winnipeg's 11.3%.

"*F" Edmonton's Council directed the 2018 budget be prepared with a 5.0% property tax increase (Dec 2016)
"P max" Calgary's Council directed the 2018 budget be prepared with a maximum 2% property tax increase (May 2017)
"P" Proposed
Source: Cities' websites and newspapers/outlets

Average Home Assessed at $296,560 in 2018



	2017	2018	Change	
Municipal property taxes (excludes school taxes)	$1,694	$ 1,733	$ 39.48	2.33%

2018 Highlights

Powering the Economy and Reducing the Burden on Small Business

- Business Tax rate reduced from 5.25% to 5.14%

- Rebate of municipal business taxes for businesses that have a rental value of $33,300 or less in 2018 ($32,220 in 2017)
  - Impacts 47% of all businesses
  - Approximately 5,775 businesses will benefit

2018 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
- $11.5 million in departmental savings/efficiencies have been reinvested in regional street renewal to complete the commitment to reinvest $40 million over four years

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

2018 Highlights

2018 Street Renewal Capital Program – $116 million

- Regional Streets - $55.7 million ($44.9 million in 2017)
  - Enhanced Program (reserve funded) - $23.9 million
  - Regular Program - $31.8 million

- Local Streets - $60.3 million ($60.3 million in 2017)
  - Enhanced Program (reserve funded) - $28.3 million
  - Regular Program - $32.0 million

- An increase of $11 million over 2017 record funding level of $105.2 million (the full 2% property tax increase)

- 2012 Total Program $30.9 million

2018 Highlights

6-Year Street Renewal Program ($811 million)

- Record level of investment

6 – Year Program	
2018	$ 116.0 million
* 2019	116.2 million
2020	126.6 million
2021	138.4 million
2022	150.6 million
2023	163.0 million
Total	**$ 811 million**



Lagimodiere Boulevard

* $11.5 million in savings transferred to regional street renewal ends in 2018. Program in 2019 also reflects $4 million repayment of interim financing (Council report, September 27, 2017).

2018 Highlights

Record Investment in Urban Forest Infrastructure

- $7.1 million in capital budget for Reforestation Improvements and the Urban Forest Enhancement Program ($2.1 million in 2017)
- 6 year capital program is $28.3 million
- $11.6 million for Dutch Elm Disease, tree planting, and pruning in operating budget ($11.6 million in 2017)
- An estimated 230,000 American elms make up 25% of the City's tree canopy cover
- Comprehensive Urban Forest Strategy to be brought forward for Council consideration



2018 Highlights

Transit Context

- Ridership has decreased
- Provincial operating funding has been frozen at 2016 level
- Winnipeg Transit has some of the lowest fares in the country
- This budget proposes:
  - 25 cent increase to regular transit fares effective January 1, 2018
  - Department to undertake review to determine $1 million in savings through the elimination of some routes and/or reduction of service within routes/day types, effective June 2018

2018 Highlights

Transit Investment

- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Project – Ongoing
  - Continued multi-year funding plan, including a tax increase of .33% for ten years beginning in 2016

- Transit buses $28.4 million, including federal and provincial Public Transit Infrastructure Funding (PTIF)

- Transit operating expenditures of $192.5 in 2018 ($191.3 million in 2017)

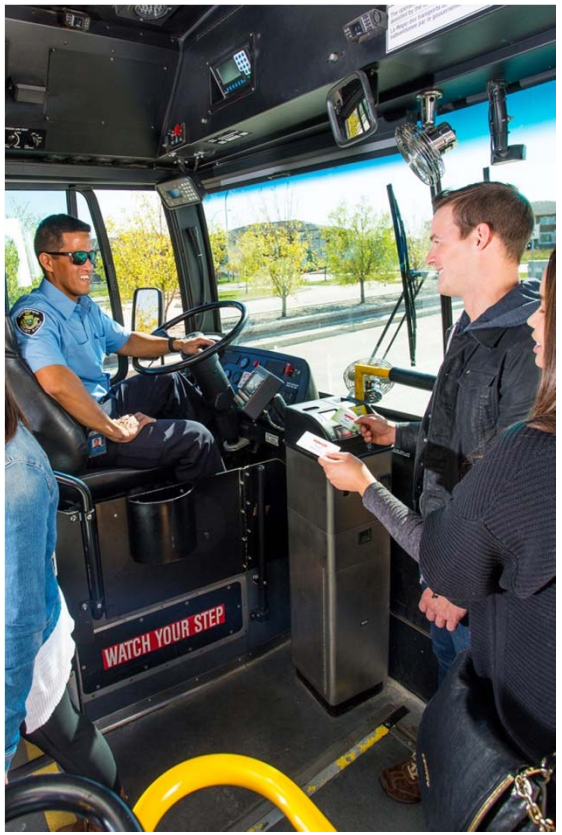
- Tax Supported transit subsidy $65.4 million ($55.1 million in 2017)



2018 Highlights

Transit Investment – Transit Safety

- Transit Safety recommendations approved by Council in June 2017
- Transit Safety Management Practices $460,000 in capital funding
- $716,700 incremental operating funding for transit security and point duty inspectors



2018 Highlights

Safe and Secure Communities

- Winnipeg Police Service - $291.5 million
  - An increase of 1.2%
  - Consistent with Winnipeg Police Board Strategic Plan target: *"Increases at or less than inflation 2017-2019"*

- Fire Paramedic Service - $193.5 million

- Investment in public safety comprises 44.9% of the total tax supported budget

2018 Highlights

Investing in Safe and Secure Communities

- Public Works - $241.4 million includes the flow-through of the 2% property tax increase for regional and local street renewal
- Community Services - $109.9 million
- Planning, Property and Development - $40.4 million

2018 Highlights

Fees

- Tipping fees to increase from between $1.00 and $6.00 per tonne at Brady Road Resource Management Facility, minimum fee to increase from $15 to $20 (effective March 1, 2018)
- On-street metered parking rates to increase by $1 per hour (effective April 1, 2018)
- Winnipeg Parking Authority reduction in the early parking ticket payment discount rate from 50% to 25% (effective April 1, 2018)
- Tax penalty interest rate to increase from 2.25% to 2.5% per month (effective July 1, 2018)
- Tax Installment Payment Plan (TIPP) administration fee to increase from $0.80 to $1.00 per month (effective July 1, 2018), an increase of $2.40 per year per registered tax account
- Remaining fees and charges to increase by inflation (1.2%)

2018 Highlights

Strategic Investments

- Indigenous Youth Strategy funding at $1.25 million, consistent with City share in 2017
- $175,000 for an Organizational Review – City of Winnipeg Governance
- Operating and capital support to Assiniboine Park Conservancy
  - $10.876 million operating grant
  - $10 million in 2018 and $4.728 million in 2019 capital forecast for Canada's Diversity Gardens and Phase 2 of the Kids Discovery Zone
  - These commitments complete the City's $50 million for capital development improvements at Assiniboine Park
  - $5.123 million for ongoing infrastructure renewal

2018 Highlights

Investing in Communities

- $150,000 for the Community Homeless Assistance Team (CHAT program)
- 4th year of 5 year annual grant of $150,000 to the United Way's Plan to End Homelessness
- Winnipeg Arts Council operating funding maintained ($4,645,319)
- Further $1 million toward $5 million commitment to support the Winnipeg Art Gallery - Inuit Art Centre (2016 and 2017 - $1 million each year)

2018 Highlights

Efficiencies and Innovation

- $500,000 Innovation Capital Fund in 2018 to facilitate investment in new and innovative ideas for immediate and future savings

- Priorities to be determined by the Chief Innovation Officer:
  - Innovation Strategy capital project with a budget of $2 million in 2018, and $2 million forecasted in 2019 to commence work on strategy development as well as numerous pilot projects related to Innovation
  - Core Information Technology capital project with a budget of $7.4 million in 2018 to provide ability to address numerous Information Technology requirements

2018 Highlights

Efficiencies and Innovation

- Ongoing departmental review and analysis
  - Efficiency target of $4.7 million held corporately
  - City-wide vacancy management (staff turnover) of $21.9 million (an increase of $3.4 million over 2017)
    - Tax Supported - $14.2 million (2017 - $12.3 million)
    - Utilities & SOAs - $7.7 million (2017 - $6.2 million)

- Approximately $20 million in tax supported savings ($21.2 million City-wide) compared to 2018 forecast as a result of negotiating wage settlements with major unions (WPA, UFFW, CUPE), consistent with long-term sustainable labour costs

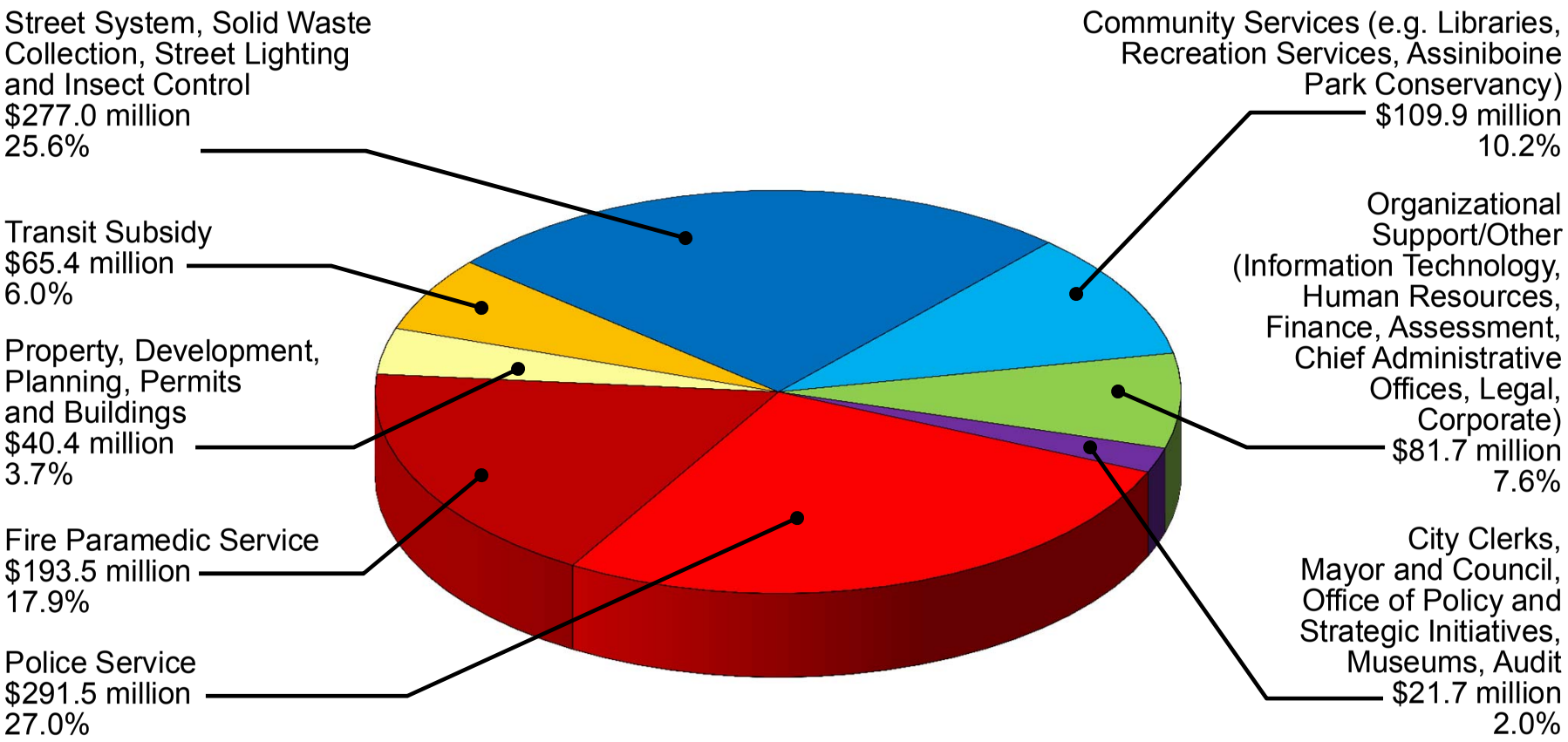
Tax Supported Operating Budget

In Millions of $	2017 Adopted Budget (Restated)[1]	2018 Preliminary Budget
REVENUE		
Property Taxes	$ 569.3	$ 585.6
Business Taxes	57.5	56.9
Other	441.0	438.6
TOTAL REVENUE	**$ 1,067.8**	**$ 1,081.1**
EXPENDITURES		
Departmental	$ 1,008.6	1,008.3
Corporate	59.2	72.8
TOTAL EXPENDITURES	**$ 1,067.8**	**$ 1,081.1**
SURPLUS / (DEFICIT)	$ -	$ -

[1]*Land Drainage transferred to Utility budget effective 2018. Council report March 22, 2017*

Total Tax Supported Budget of $1.081 billion reflects an increase of 1.2%.

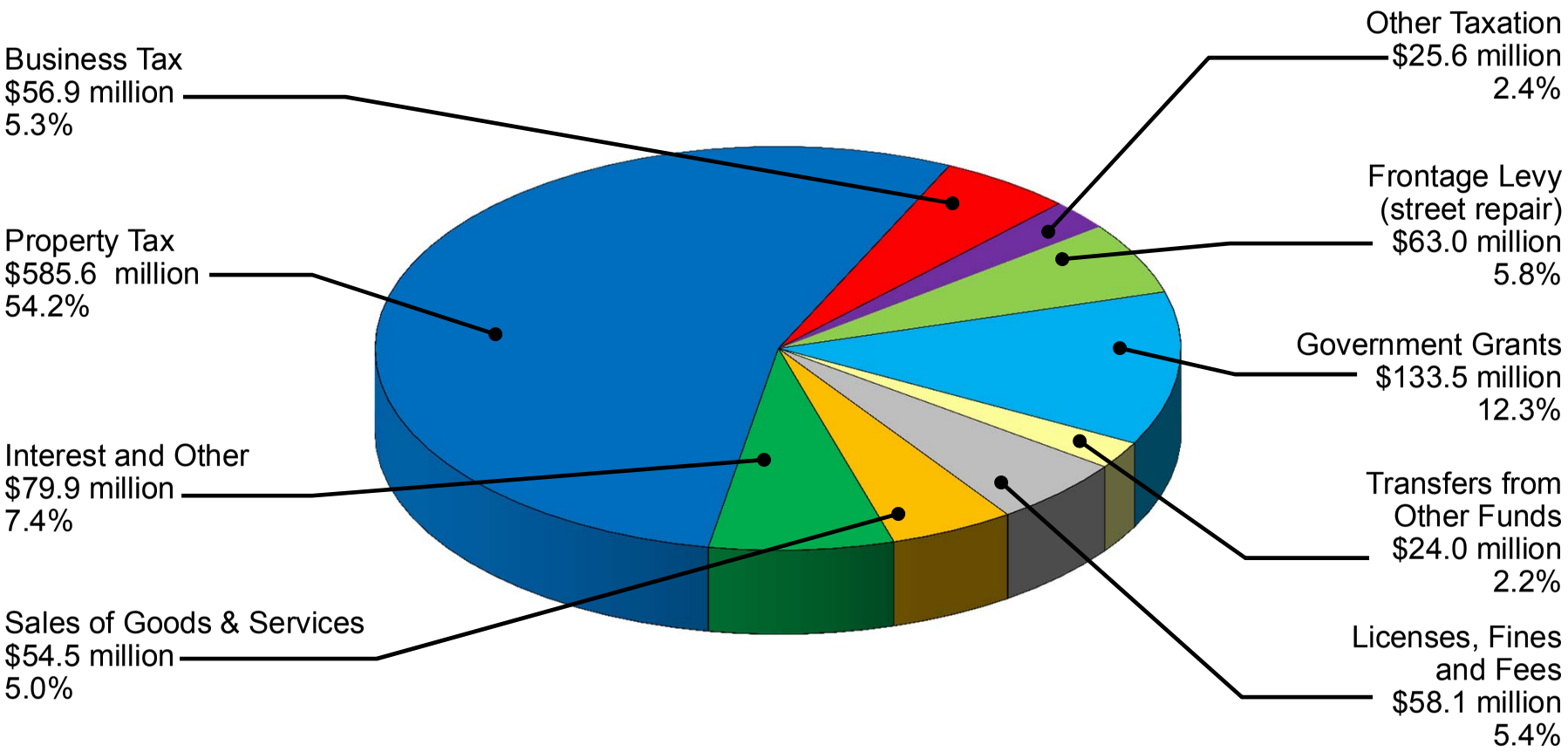
How is the Money Spent in the Operating Budget?



2018 Preliminary Operating Budget - $1,081.1 million

Tax Supported

Where Does the Money Come From in the Operating Budget?



2018 Preliminary Operating Budget - $1,081.1 million

Tax Supported

Utility Operations

In Millions of $	2017 Adopted Budget (Restated)[1]	2018 Preliminary Budget
TOTAL REVENUE	**$ 632.4**	**$ 648.0**
EXPENDITURES		
Sewage Disposal	$ 157.0	$ 155.8
Solid Waste Disposal	44.7	50.1
Waterworks	113.3	115.5
Land Drainage	11.7	6.0
Transit	191.3	192.5
Municipal Accommodations	75.2	72.1
TOTAL EXPENDITURES	**$ 593.2**	**$ 592.0**
SURPLUS[2]	$ 39.2	$ 56.0

[1] Land Drainage transferred to Utility budget effective 2018. Council report March 22, 2017
[2] Some utilities maintain a retained earnings/working capital balance

Capital Budget Overview

- The City is challenged by aging infrastructure and the infrastructure deficit
- Provincial capital funding after 2017 has not been confirmed
- Structural deficit in the operating budget
- The capital budget therefore includes the following measures:
  - Strategic use of debt for inter-generational capital projects
  - The City will use internal financing ($22.1 million in 2018) from its cash balances to invest in certain capital assets. Internal financing will be repaid through future operating budgets
  - Partnerships with other levels of government to fund priority projects (PTIF program)
  - Reduced cash to capital in 2018 to $23.3 million ($55.6 million in 2017) to assist with the operating budget deficit

2018 Highlights

Strategic 2018 Tax Supported Capital Investments

- Active Transportation - $5.4 million – includes $2.250 million for McDermot / Bannatyne Phase 2 (Kate to Waterfront Drive)

- Total Active Transportation - $17.3 million when the active transportation component of other capital projects is included ($13.2 million in 2017), an increase of 31%

- Parking and Street Enhancements in the Exchange District - $1.5 million

2018 Highlights

Strategic 2018 Capital Investments

- Parks and Recreation Enhancement Program - $3.66 million
- Public Art Strategy - $500,000
- Airport Area West Water and Sewer Servicing - $2.15 million
- Portage and Main Intersection Improvements - $1.5 million (First call on capital adopted by Council on October 25, 2017)

Highlights

Total 6 Year Capital Budget - $2.2 billion (2017 - $2.2 billion)

- 2018 total capital program - $357.4 million (2017 - $432.9 million)
  - Decrease is primarily due to large, non-recurring project authorizations (i.e. Transit Building Roof Replacement and Ventilation Upgrade - $53.2 million in 2017, North District Police Station - $20 million in 2017), including changes in cash to capital and/or provincial funding

Highlights

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

- 6-Year Streets Program - $994.3 million
  - Regional and Local Street Renewal - $811 million
  - Bridges and Grade Separations - $88.6 million
  - Street Improvements/Projects - $62.3 million
  - Active Transportation - $32.4 million (not including active transportation amounts in separate capital programs)



St. James Bridge

Highlights

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

- $78.5 million for public safety (police and fire paramedic services)
- $111.1 million for community services including libraries and recreation facilities
- $173.1 million for the water system
- $386.7 million for the sewage disposal system
- $18.7 million for the solid waste disposal system
- $38.1 million for land drainage and flood control

Highlights

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

- $214.1 million for the transit system
- $58.1 million for parks and open spaces
- $62.6 million for maintenance of community and municipal facilities including pools and arenas

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, 2016
Debt as a % of revenue			
	City	90.0%	60.3%
	Tax-supported and other funds	80.0%	57.5%
	Utilities and other	220.0%	43.5%
Debt-servicing as a % of revenue			
	City	11.0%	5.0%
	Tax-supported and other funds	10.0%	5.1%
	Utilities and other	20.0%	3.2%
Debt per capita			
	City	$2,800	$1,439
	Tax-supported and other funds	$1,500	$954
	Utilities and other	$1,500	$373

Note: "City" includes "Tax-supported and other funds", "Utilities and Other" and consolidated entities.

"Tax-supported and other funds" includes Municipal Accommodations and Gleet Management.

"Utilities and Other" includes Transit System, Waterworks System, Sewage Disposal System and Solid Waste Disposal.

Debt Strategy - Credit Rating

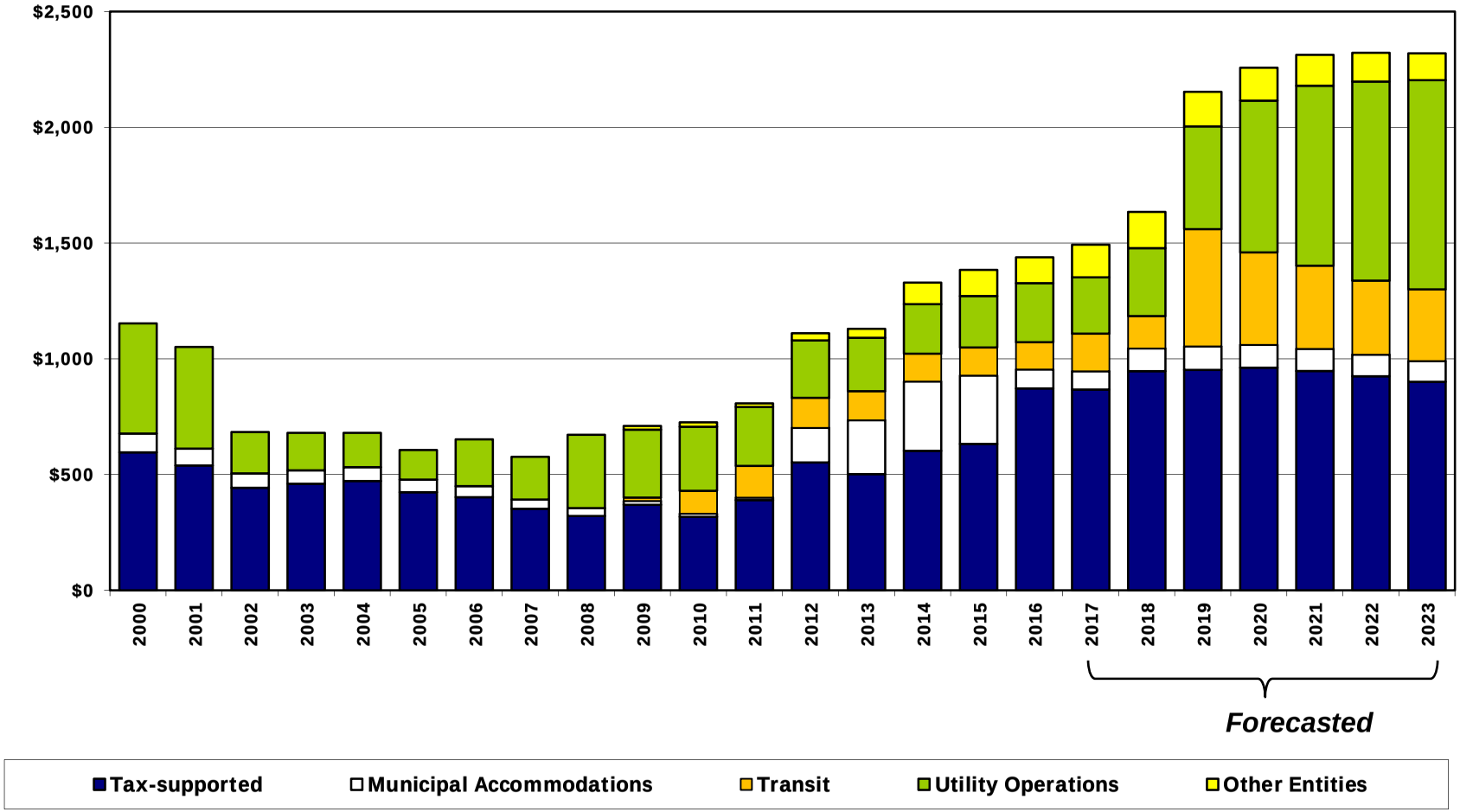
Standard and Poor's – AA/Stable/since January 2003 (Reaffirmed November 2016)

- Standard and Poor's recently affirmed Winnipeg's AA (Stable) credit rating based on:
  - A 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
  - In July 2017, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable

- The City's credit rating has benefited from:
  - Disciplined financial planning and a proven track record of solid operating surpluses
  - A diverse economy
  - Access to stable and predictable own-source revenues
  - Strong governance and management practices

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

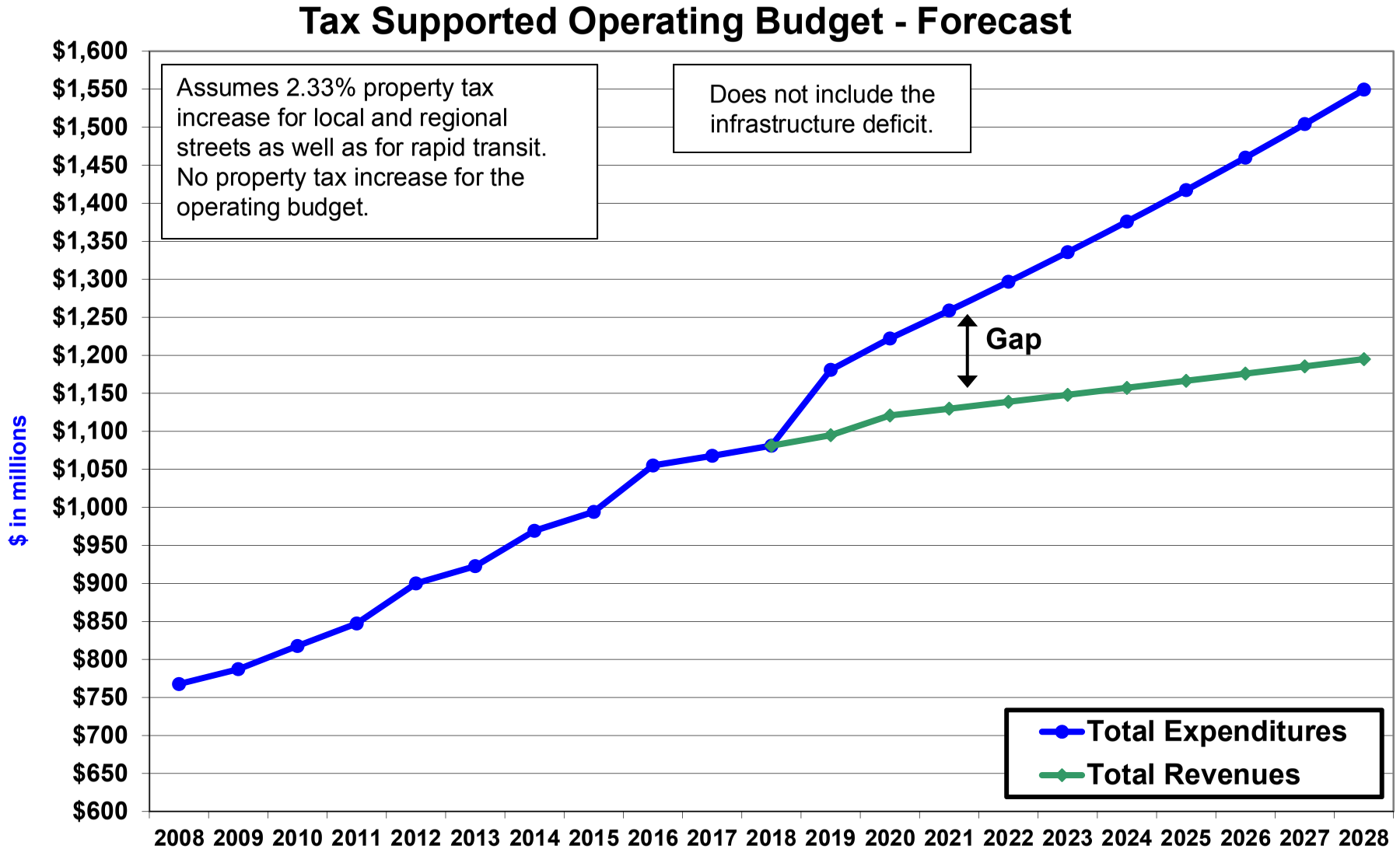
Tax Supported Operating Budget

In Millions of $	2018 Preliminary Budget	2019 Projection	2020 Projection
REVENUE			
Property Taxes	$ 585.6	$ 606.4	$ 626.7
Business Taxes	56.9	56.9	56.9
Other	438.6	431.6	437.3
TOTAL REVENUE	**$ 1,081.1**	**1,094.9**	**1,120.9**
EXPENDITURES			
Departmental	1,008.3	1,080.1	1,110.1
Corporate	72.8	100.7	112.1
TOTAL EXPENDITURES	**1,081.1**	**1,180.8**	**1,222.2**
SURPLUS / (DEFICIT)	$ -	(85.9)	(101.3)

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
  - Based on the 2009 study, Winnipeg's infrastructure deficit was expected to grow over 10 years to approximately $7 billion
- Monitoring Liquidity
  - Actively monitored and projected to maintain financial sustainability and the City's credit rating

Future Budget Challenges



Schedule of Meetings

Preliminary 2018 Operating and Capital Budgets

Date	Committee
Monday, November 27, 2017 9:00 am	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Regular Meeting)
Tuesday, November 28, 2017 9:00 am	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Regular Meeting)
Thursday, November 30, 2017 9:00 am	Standing Policy Committee on Innovation (Regular Meeting)
Friday, December 1, 2017 9:00 am	Special Standing Policy Committee on Infrastructure Renewal and Public Works (Special Meeting)
Friday, December 1, 2017 9:30 am	Winnipeg Police Board (Regular Meeting)
Monday, December 4, 2017 9:30 am	Standing Policy Committee on Protection, Community Services and Parks (Regular Meeting)
Tuesday, December 5, 2017 9:00 am	Special Executive Policy Committee to hear delegations on Budgets
Friday, December 8, 2017 9:00 am	Special Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations
Tuesday, December 12, 2017 9:30 am	Special Meeting of Council to pass Budgets

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2018 Preliminary Operating Budget - All Services

Tax Supported, Utilities and SOAs

Page #	Services (millions of $)	2018 Preliminary Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
3	Roadway Construction and Maintenance	69.486	127.072	(57.586)	229
6	Transportation Planning and Traffic Management	2.583	17.538	(14.955)	164
9	Roadway Snow Removal and Ice Control	0.113	34.000	(33.887)	134
12	*Public Transit*	192.544	192.544	-	1,573
	Public Transit - Subsidy	-	65.405	(65.405)	
16	City Beautification	0.060	17.171	(17.111)	121
19	*Fleet Management (SOA)*	49.020	49.052	(0.032)	131
21	*Parking Authority (SOA)*	21.176	27.587	(6.411)	52
	Infrastructure Renewal and Public Works	334.982	530.369	(195.387)	2,404
	Water and Waste, Riverbank Management and the Environment				
25	*Water*	133.121	115.533	17.588	408
28	*Wastewater*	198.041	155.832	42.209	410
31	*Land Drainage and Flood Control*	6.119	6.568	(0.449)	28
34	Solid Waste Collection	1.115	22.335	(21.220)	11
36	*Solid Waste Disposal*	15.031	13.109	1.922	41
39	*Recycling and Waste Diversion*	31.290	36.965	(5.675)	83
	Water and Waste, Riverbank Management and the Environment	384.717	350.342	34.375	981
	Property and Development, Heritage and Downtown Development				
43	City Planning	0.001	2.139	(2.138)	18
46	Neighbourhood Revitalization	0.588	9.047	(8.460)	26
49	Development Approvals, Building Permits and Inspections	29.555	19.979	9.576	213
52	Economic Development	-	1.490	(1.490)	5
54	Heritage Conservation	-	0.263	(0.263)	3
56	Property Asset Management	14.260	10.487	3.773	42
59	*Municipal Accommodations*	72.050	72.050	-	293
61	Cemeteries	1.730	2.500	(0.770)	24
	Property and Development, Heritage and Downtown Development	118.184	117.955	0.228	624
	Protection, Community Services and Parks / Winnipeg Police Board				
65	Police Response	21.769	241.856	(220.087)	1,572
68	Crime Prevention	3.431	45.682	(42.251)	285
71	Traffic Safety and Enforcement	19.507	17.695	1.812	84
74	Fire and Rescue Response	4.650	117.614	(112.964)	852
77	Fire and Injury Prevention	0.917	6.300	(5.383)	46
80	Medical Response	57.099	68.438	(11.339)	477
83	Disaster Preparedness and Response	-	1.150	(1.150)	6
85	Recreation	13.442	53.808	(40.366)	365
86	Parks and Urban Forestry	1.683	35.917	(34.234)	308
92	*Golf Services (SOA)*	3.175	2.795	0.380	24
	Golf Services - Subsidy	-	0.730	(0.730)	
95	Community Liveability	1.000	4.939	(3.939)	42
98	Libraries	2.972	31.590	(28.618)	276
101	Arts, Entertainment and Culture	-	21.387	(21.387)	6
104	Insect Control	3.307	10.290	(6.983)	67
106	*Animal Services (SOA)*	3.786	3.805	(0.019)	27
	Animal Control and Care - Subsidy	-	1.295	(1.295)	
	Protection, Community Services and Parks / Winnipeg Police Board	136.738	665.291	(528.553)	4,437
	Executive Policy Committee				
109	Organizational Support Services	0.936	43.273	(42.337)	369
113	Assessment, Taxation and Corporate	829.164	29.576	799.588	134
117	Contact Centre - 311	1.451	6.094	(4.643)	85
119	Council Services	0.096	13.404	(13.308)	84
	Executive Policy Committee	831.647	92.347	739.300	672
	Total City Services (unconsolidated)	**1,806.268**	**1,756.304**	**49.963**	**9,118**

2018 Preliminary Operating Budget - All Services

Tax Supported, Utilities and SOAs

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

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Roadway Construction and Maintenance

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

Description	2014	2015	2016
Roadway transferred from developers (lane-km)	53.2	62.6	17.0
Capital Addition of Regional Streets (lane-km)	27.8	5.2	7.5
Capital Reconstruction of Regional Streets (lane-km)	10.2	9.7	11.3
Capital Rehabilitation of Regional Streets (lane-km)	25.2	57.8	58.9
Capital Reconstruction of Local Streets (lane-km)	19.2	27.0	18.8
Capital Rehabilitation of Local Streets (lane-km)	85.7	84.8	71.8
Capital Addition of Surfaced Alleys (lane-km)	0.5	2.2	7.7
Capital Reconstruction of Alleys (lane-km)	3.2	4.0	4.0
New Pedestrian/Cycle Pathways (metres)	7,969	1,716	1,483
Major Bridge Rehabilitations	2 locations $4,157,000	2 locations $2,570,000	3 locations $8,620,000
Significant Bridge Maintenance Repair Works	26 locations $775,500	27 locations $400,500	26 locations $1,310,000
Slope Stabilization Works	nil	nil	1 location $3,500,000
Bridge Deck Sealing Program	20 locations $146,300	16 locations $128,900	3 locations $5,000
Overhead Sign Structure Maintenance	5 locations $147,400	4 locations $130,000	2 locations $56,700

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projected	2020 Projected
Service revenue	72.275	69.202	69.486		69.996	70.507
Provincial funding (service specific)	-	-	-		-	-
Revenues	**72.275**	**69.202**	**69.486**	**1**	**69.996**	**70.507**
Salaries and benefits	18.590	17.831	17.955		18.591	18.943
Services	17.528	19.024	19.717		19.999	20.291
Materials, parts, and supplies	7.037	8.879	8.541		8.561	8.580
Assets and purchases	0.067	0.035	0.034		0.034	0.034
Debt and finance charges	8.785	9.484	9.988		10.918	9.478
Grants, transfers and other	2.102	1.820	1.769		1.769	1.769
Recoveries	(12.614)	(12.183)	(12.028)		(12.024)	(12.019)
Operating Expenses	**41.496**	**44.890**	**45.975**		**47.847**	**47.077**
Transfer to Capital	12.478	12.492	16.057		11.195	16.435
Transfer to Capital - Frontage Levy	10.000	10.000	10.000		10.000	10.000
Transfer to Local Street Renewal Reserve	19.000	24.370	29.770		35.270	40.970
Transfer to Regional Street Renewal Reserve	14.500	19.870	25.270		30.770	36.470
Total Expenses	**97.474**	**111.622**	**127.072**	**2**	**135.082**	**150.953**
Mill Rate Support/(Contribution)	**25.199**	**42.419**	**57.585**		**65.087**	**80.445**
Full-time Equivalent Positions	**245**	**231**	**229**		**233**	**233**

Explanation of 2018 change from 2017

(in millions of $)

1 Revenues

Increase in frontage levy revenue	0.179
Miscellaneous adjustment	0.105
	0.284

2 Expenses

Transfer to Regional Street Renewal Reserve	5.400
Transfer to Local Street Renewal Reserve	5.400
Transfer to Capital	3.565
Increase in debt and finance charges	0.504
Increase in fleet equipment and fleet-related accounts	0.265
Decrease in recoveries from capital programs	0.155
Increase in salaries and benefits	0.124
Miscellaneous adjustment	0.037
	15.450

Full-time Equivalent Positions

Addition of 1 FTE for bridge operations and decrease of 3 FTEs for change in vacancy management.

Roadway Construction and Maintenance

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Bridge Constr & Maint	Revenue	9.987	10.012	10.007	10.007	10.007
	Operating expenses	2.482	2.863	2.671	2.793	2.847
	Transfer to Capital	13.478	11.646	12.344	14.255	12.129
		5.973	4.497	5.008	7.040	4.968
Regl Streets Constr & Maint	Revenue	30.700	29.242	29.310	29.535	29.761
	Operating expenses	18.168	19.976	20.717	21.751	20.746
	Transfer to Capital	6.517	25.361	32.602	35.012	47.998
		(6.015)	16.094	24.009	27.228	38.983
Local Streets Constr & Maint	Revenue	27.322	25.881	26.007	26.232	26.459
	Operating expenses	17.059	18.060	18.496	19.122	19.229
	Transfer to Capital	33.935	27.559	36.152	35.270	40.970
		23.673	19.738	28.640	28.160	33.740
Regl Sidewalk Constr & Maint	Revenue	1.095	1.136	1.149	1.165	1.182
	Operating expenses	1.194	1.037	1.066	1.090	1.111
	Transfer to Capital	1.899	1.976	-	2.430	2.500
		1.998	1.877	(0.084)	2.354	2.429
Local Sidewalk Constr & Maint	Revenue	3.171	2.931	3.013	3.056	3.099
	Operating expenses	2.592	2.954	3.025	3.091	3.144
	Transfer to Capital	0.149	0.191	-	0.269	0.278
		(0.429)	0.214	0.012	0.304	0.324
Mill Rate Support/(Contribution)		**25.199**	**42.419**	**57.585**	**65.087**	**80.445**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Federal Gas Tax Reserve	0.182	6.117	11.414	0.078	0.079
Local Street Renewal Reserve	0.438	0.052	0.052	0.052	0.052
Regional Street Renewal Res	0.576	0.148	0.148	0.148	0.148

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

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	152.381	835.310	987.691

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	2014	2015	2016
Lane Kilometres of Regional Streets	1,810*	1,815	1,822
Lane Kilometres of Truck Routes*	1,768	1,769	1,775
Number of Signalized Intersections	649	651	657
Number of Accessible Pedestrian Signals	398	436	484
Number of Pedestrian Corridors	169	173	181
Kilometres of Active Transportation Facilities	396	406	410
Kilometres of Multi-use paths	197	199	201
Kilometres of Bike Lanes	37	45	49
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	10,184,230	10,200,000

* 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. In 2016, the Regional Streets Network increased due to the twinning of Dr. Jose Rizal Way. Truck Routes Lane Kilometres increased with re-designation of streets in the Omand's Creek Industrial area, west of Route 90.

Transportation Planning and Traffic Management

Contributing Departments

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

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	2.560	2.449	2.583		2.633	2.686
Provincial funding (service specific)	-	-	-		-	-
Revenues	**2.560**	**2.449**	**2.583**	**1**	**2.633**	**2.686**
Salaries and benefits	13.931	14.097	14.104		14.585	14.905
Services	2.774	2.957	3.171		3.223	3.277
Materials, parts and supplies	2.731	2.443	2.394		2.398	2.402
Assets and purchases	0.083	0.078	0.084		0.084	0.084
Debt and finance charges	0.014	0.017	0.032		0.031	0.020
Grants, transfers and other	1.110	1.106	1.016		1.016	1.016
Recoveries	(5.199)	(3.219)	(3.314)		(3.313)	(3.312)
Operating expenses	**15.444**	**17.479**	**17.488**		**18.024**	**18.393**
Transfer to Capital	5.032	0.935	0.050		4.424	0.484
Total Expenses	**20.476**	**18.414**	**17.538**	**2**	**22.448**	**18.877**
Mill Rate Support/(Contribution)	**17.916**	**15.965**	**14.955**		**19.815**	**16.191**
Full-time Equivalent Positions	**164**	**166**	**164**		**166**	**166**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustment	0.134
	0.134

2 Expenses

Increase in fleet equipment and fleet-related accounts	0.165
Increase in debt and finance charges	0.015
Transfer to Capital	(0.885)
Increase in recoveries from capital program	(0.095)
Miscellaneous adjustment	(0.076)
	(0.876)

Full-time Equivalent Positions

Decrease of 2 FTEs for change in vacancy management.

Transportation Planning and Traffic Management

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Transportation Plan & Design	Revenue	0.066	0.060	0.058	0.060	0.061
	Operating expenses	1.134	1.338	1.310	1.381	1.437
	Transfer to Capital	4.731	0.935	0.050	4.123	0.184
		5.798	2.213	1.302	5.444	1.560
Traffic/Right of Way Mgt	Revenue	2.494	2.389	2.524	2.573	2.625
	Operating expenses	14.310	16.141	16.177	16.643	16.956
	Transfer to Capital	0.301	-	-	0.301	0.300
		12.117	13.752	13.653	14.371	14.631
Mill Rate Support/(Contribution)		**17.916**	**15.965**	**14.955**	**19.815**	**16.191**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	2.185	18.655	20.840

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	2014	2015	2016
Annual Snowfall (centimetres)	131	119	140
Days of Snowfall (3 cm or more)	57	11	16
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	7	5	5
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	4	2	3
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	7	4	4
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	5	2	3
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	3	2	3
Alleys (Department Budgets for 2 events)	7	4	3
Salt Applied (tonnes)	29,484	29,663	20,518
Sand Applied (tonnes)	97,200	62,986	54,710
Snow Removed/Hauled (cubic metres)	1,526,000	81,540	1,126,870
Sidewalks Plowed (kilometres)	31,607	15,349*	26,790

* 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 $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.129	0.186	0.113		0.113	0.113
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.129**	**0.186**	**0.113**	**1**	**0.113**	**0.113**
Salaries and benefits	9.351	9.824	9.775		10.123	10.309
Services	30.385	18.152	18.597		18.819	19.050
Materials, parts, and supplies	4.064	4.575	4.379		4.392	4.406
Assets and purchases	0.014	0.015	0.015		0.015	0.015
Debt and finance charges	0.016	0.016	0.015		0.015	0.015
Grants, transfers and other	1.488	1.397	1.363		1.363	1.363
Recoveries	(0.530)	(0.164)	(0.142)		(0.142)	(0.142)
Operating expenses	**44.787**	**33.815**	**34.000**		**34.584**	**35.016**
Transfer to Capital	-	-	-		-	-
Total Expenses	**44.787**	**33.815**	**34.000**	**2**	**34.584**	**35.016**
Mill Rate Support/(Contribution)	**44.659**	**33.629**	**33.887**		**34.471**	**34.903**
Full-time Equivalent Positions	**128**	**138**	**134**		**137**	**137**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.073)
	(0.073)

2 Expenses

Increase in fleet equipment and fleet-related accounts	0.360
Decrease in salaries and benefits	(0.049)
Decrease in facility costs	(0.044)
Miscellaneous adjustments	(0.082)
	0.185

Full-time Equivalent Positions

Decrease of 4 FTEs for change in vacancy management.

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Regl Streets Snow/Ice Removal	Revenue	0.052	0.069	0.042	0.042	0.042
	Operating expenses	16.045	12.476	12.514	12.732	12.902
	Transfer to Capital	-	-	-	-	-
		15.993	12.407	12.472	12.690	12.860
Local Streets Snow/Ice Removal	Revenue	0.054	0.079	0.048	0.048	0.048
	Operating expenses	23.651	15.580	15.663	15.926	16.113
	Transfer to Capital	-	-	-	-	-
		23.597	15.500	15.615	15.877	16.064
Sidewalk Snow/Ice Removal	Revenue	0.008	0.019	0.012	0.012	0.012
	Operating expenses	2.687	3.909	3.968	4.035	4.087
	Transfer to Capital	-	-	-	-	-
		2.679	3.890	3.956	4.023	4.074
Parks,Facility Snow,Ice Remove	Revenue	0.011	0.015	0.009	0.009	0.009
	Operating expenses	0.896	1.159	1.155	1.187	1.208
	Transfer to Capital	-	-	-	-	-
		0.884	1.144	1.146	1.178	1.199
Snow Disposal Sites	Revenue	0.003	0.003	0.002	0.002	0.002
	Operating expenses	1.508	0.692	0.701	0.705	0.707
	Transfer to Capital	-	-	-	-	-
		1.506	0.688	0.699	0.703	0.705
Mill Rate Support/(Contribution)		**44.659**	**33.629**	**33.887**	**34.471**	**34.903**

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	2014	2015	2016
Number of Buses in Fleet	579	626	623
Easy Access Buses: Number	546	605	623
Easy Access Buses: % of Fleet	94%	97%	100%
Bus Hours Operated	1,524,643	1,522,564	1,541,618
Bus Kilometres Operated	29,763,750	29,685,402	29,978,613
Passengers Carried: Annual	49,882,812	48,232,025	48,521,820
Passengers Carried: Average Weekday	175,441	169,758	169,908
Number of Routes	93	93	93
Number of Bus Stops	5,176	5,189	5,084

Handi-Transit

Description	2014	2015	2016
Active Registrants at Year End	7,471	7,288	7,512
% of Registrants Age 65+	73%	73%	73%
Passengers Carried: Annual	458,353*	448,122*	457,172
Passengers Carried: Average Weekday	1,524	1,465	1,532
Customer No Shows (Annual)	7,343	7,289	7,702
Trip Requests Unable to Provide	3,773	4,930	5,359
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	55%	55%	55%
Wheelchair - % of Passengers Carried	30%	30%	30%
Ambulant - % of Passengers Carried	70%	70%	70%

* Restated to exclude "no-show" passengers.

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	82.976	85.923	85.169		86.665	88.589
Provincial funding (service specific)	41.980	50.235	41.970		41.970	41.970
Revenues	**124.957**	**136.158**	**127.139**	**1**	**128.635**	**130.559**
Salaries and benefits	108.100	117.028	119.928		122.676	125.196
Services	17.670	19.811	20.183		20.635	20.787
Materials, parts, and supplies	31.372	33.682	34.762		35.675	36.963
Assets and purchases	0.254	0.718	0.858		0.886	0.820
Debt and finance charges	8.844	9.302	9.766		10.449	10.853
Grants, transfers and other	16.825	14.417	11.462		16.601	15.040
Recoveries	(5.363)	(5.660)	(5.023)		(5.093)	(4.528)
Operating Expenses	**177.702**	**189.298**	**191.937**		**201.830**	**205.132**
Transfer to Capital	17.173	1.986	0.607		8.098	15.951
Total Expenses	**194.875**	**191.284**	**192.544**	**2**	**209.928**	**221.083**
Mill Rate Support/(Contribution)	**69.919**	**55.126**	**65.405**		**81.293**	**90.524**
Full-time Equivalent Positions	**1,484**	**1,586**	**1,573**		**1,582**	**1,577**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in Provincial operating and support grants. The 2018 Provincial funding shortfall of $8.265 million compared to the 2017 budget does not include the variance between the 2018 forecast from the 2017 budget process. The 2018 forecast for the Provincial operating grant of $50.1 million compared to the 2018 proposed amount of $40.1 million results in a shortfall of $10 million.	(8.265)
Decrease in revenue primarily related to declining ridership. Decline in ridership for 2017 of $3.876 million and for 2016 of $ 2.481 million	(6.357)
Decrease in revenue related to service rationalization	(0.200)
Increase in fare revenue due to 25 cent fare increase (additional 20 cents is approximately $4.074 million)	5.680
Miscellaneous adjustments	0.123
	(9.019)

Public Transit

2 Expenses

Increase in salaries and benefits	3.130
Increase in bus and auto parts	0.872
Increase in salaries and other expenses related to the Safety Management Practices initiative	0.717
Decrease in recoveries due to completion of capital projects	0.637
Increase in debt and finance charges	0.464
Increase in fleet insurance premium	0.431
Increase in Handi Transit contractor fees	0.304
Decrease in transfer to Transit Bus Replacement Reserve	(2.501)
Transfer to Capital	(1.379)
Decrease in expenses related to service rationalization (based on lowest ridership per hour of service)	(1.200)
One-time contribution to special events-in-kind (2017 Canada Summer Games)	(0.800)
Miscellaneous adjustments	0.585
	1.260

Full-time Equivalent Positions

Decrease of 13 FTEs. 15 FTEs added for safety initiatives offset by a reduction of 13 vacant positions for a net addition of 2 FTEs. 2 FTEs added to provide for expansion of transit service into new areas, decrease of 11 FTEs for change in vacancy management and a reduction of 6 temporary FTEs funded by capital projects.

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Regular Transit	Revenue	117.830	129.161	121.106	122.446	124.321
	Operating expenses	163.590	177.134	179.272	188.780	192.006
	Transfer to Capital	17.041	1.971	0.607	8.098	15.951
		62.801	49.944	58.773	74.432	83.635
Handi-Transit	Revenue	6.292	6.247	5.166	5.312	5.350
	Operating expenses	13.278	11.413	11.798	12.173	12.239
	Transfer to Capital	0.132	0.015	-	-	-
		7.118	5.182	6.632	6.861	6.889
Chartered Bus & Special Events	Revenue	0.834	0.750	0.867	0.877	0.887
	Operating expenses	0.834	0.750	0.867	0.877	0.887
	Transfer to Capital	-	-	-	-	-
		0.000	-	-	-	-
Mill Rate Support/(Contribution)		**69.919**	**55.126**	**65.405**	**81.293**	**90.524**

Public Transit

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
SW Rapid Transit Corridor Res	4.209	3.845	2.546	2.547	2.549
SW Rpd Trwy - 2 & Peb Hwy Udrp	1.700	4.751	9.704	15.130	9.783
Transit Bus Replacemt Res	16.250	0.001	0.002	0.005	0.006

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(in millions of $)	31.863	182.213	214.076

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	2014	2015	2016
Number of litter containers in park sites	2,750	2,960	2,976*
Number of street litter containers	1,591	1,588	1,588
Tonnes of boulevard abrasives removed (streets only)	22,000	24,250	22,305
Flower Beds (raised/fixed/in-ground - not including shrubs) m2 [1]	26,658	26,658	21,291*
Number of Flower planters	1,604 m2**	1,604 m2**	1,202*
Number of Hanging baskets	10 m2**	10 m2**	20*
Number of park lighting units	3,828	3,828	3,601*
Number of community clean-up & Adopt-A-Park projects	22	28	40
Number of graffiti tags removed	15,510	17,531	21,859
Square metres of graffiti removed	41,586	44,314	45,589
Number of graffiti sites treated	6,971	7,347	7,222
Number of public art projects completed***	6	4	6

* Source: Parks 2016 Asset Management (audited data). Inventory excludes Assiniboine Park.

** Previously reported in square metres.

*** Source: Winnipeg Arts Council.

[1] In previous years, flower beds were reported separately as raised/fixed and in-ground.

City Beautification

Contributing Departments

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

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.097	0.095	0.060		0.061	0.061
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.097**	**0.095**	**0.060**	**1**	**0.061**	**0.061**
Salaries and benefits	8.244	8.275	8.199		8.504	8.666
Services	6.128	6.318	6.481		6.563	6.648
Materials, parts, and supplies	1.128	1.116	1.104		1.111	1.118
Assets and purchases	0.045	0.038	0.036		0.036	0.036
Debt and finance charges	0.024	0.024	0.044		0.044	0.030
Grants, transfers and other	1.701	1.710	1.690		1.691	1.691
Recoveries	(0.426)	(0.395)	(0.384)		(0.385)	(0.386)
Operating expenses	**16.844**	**17.086**	**17.171**		**17.563**	**17.803**
Transfer to Capital	0.205	0.082	-		0.087	3.070
Total Expenses	**17.049**	**17.167**	**17.171**	**2**	**17.650**	**20.873**
Mill Rate Support/(Contribution)	**16.951**	**17.072**	**17.111**		**17.590**	**20.813**
Full-time Equivalent Positions	**130**	**124**	**121**		**124**	**124**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.035)
	(0.035)

2 Expenses

Increase in fleet equipment and fleet-related accounts	0.135
Transfer to Capital	(0.082)
Decrease in salaries and benefits	(0.076)
Miscellaneous adjustments	0.027
	0.004

Full-time Equivalent Positions

Decrease of 3 FTEs for change in vacancy management.

City Beautification

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Litter Collection	Revenue	0.017	0.022	0.013	0.013	0.013
	Operating expenses	3.853	3.996	4.000	4.107	4.175
	Transfer to Capital	-	-	-	-	-
		3.836	3.974	3.987	4.094	4.162
Public Gardens/Landscaping	Revenue	0.045	0.028	0.020	0.020	0.020
	Operating expenses	4.001	4.117	4.105	4.225	4.296
	Transfer to Capital	0.191	0.068	-	0.073	3.058
		4.147	4.156	4.085	4.277	7.334
OrnLight/Flags,Banners/PubArt	Revenue	0.005	0.004	0.002	0.002	0.002
	Operating expenses	0.578	0.793	0.805	0.826	0.828
	Transfer to Capital	0.014	0.014	-	0.015	0.012
		0.587	0.802	0.802	0.838	0.837
Graffiti Control	Revenue	0.004	0.006	0.003	0.003	0.003
	Operating expenses	1.384	1.497	1.507	1.534	1.553
	Transfer to Capital	-	-	-	-	-
		1.380	1.491	1.503	1.530	1.549
Regional Street Cleaning	Revenue	0.014	0.019	0.011	0.011	0.011
	Operating expenses	3.271	3.402	3.443	3.510	3.556
	Transfer to Capital	-	-	-	-	-
		3.257	3.383	3.432	3.499	3.545
Local Street Cleaning	Revenue	0.012	0.016	0.010	0.010	0.010
	Operating expenses	3.757	3.281	3.311	3.361	3.395
	Transfer to Capital	-	-	-	-	-
		3.744	3.265	3.302	3.351	3.385
Mill Rate Support/(Contribution)		**16.951**	**17.072**	**17.111**	**17.590**	**20.813**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	0.525	2.265	2.790

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	2014	2015	2016
Number of vehicle and equipment units managed	2,317	2,269	2,224
Number of vehicle and equipment bid opportunities completed	46	62	67
Number of vehicle and equipment units acquired	175	180	163
Number of insurance and license registrations completed	1,893	1,889	1,900
Number of service repairs, by work order lines completed	34,687	36,409	35,536
Number of service labour hours completed	57,336	72,897	71,361
Number of parts transactions	39,661	39,991	41,528
Number of fuel fill-up transactions and odometer readings verified	118,899	119,988	116,618
Litres of unleaded gasoline, clear diesel, and marked diesel provided*	8,293,750	7,981,212	7,868,727
Number of vehicle and equipment motor pool rental days provided	84,619	88,850	103,518
Number of vehicle and equipment units disposed	81	228	188

* Variations in the amount of fuel dispensed in a calendar year are impacted by a number of factors including extremes in summer and winter climate, types of vehicles used, driving and idling practices, as well as the overall amount of departmental activities undertaken.

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	46.368	46.843	48.848		51.044	53.696
Provincial funding (service specific)	0.165	0.167	0.172		0.172	0.172
Revenues	**46.532**	**47.010**	**49.020**	**1**	**51.217**	**53.869**
Salaries and benefits	10.004	11.461	11.165		11.467	11.711
Services	9.910	8.275	9.183		9.178	9.362
Materials, parts, and supplies	9.558	10.076	10.845		11.085	11.296
Assets and purchases	0.148	0.362	0.175		0.178	0.182
Debt and finance charges	15.068	15.897	16.192		17.805	19.632
Grants, transfers and other	2.954	1.306	1.493		1.349	1.356
Recoveries	(0.120)	-	-		-	-
Expenses	**47.522**	**47.377**	**49.052**	**2**	**51.062**	**53.538**
Surplus/(Deficit)	**(0.989)**	**(0.367)**	**(0.032)**		**0.155**	**0.331**
Full-time Equivalent Positions	**121**	**136**	**131**		**132**	**132**

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.

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in services and parts revenue	1.276
Increase in gain on sale of capital assets	0.400
Increase in other income	0.389
Increase in fuel sales	0.261
Decrease in fleet leases	(0.316)
	2.010

2 Expenses

Increase in services	0.908
Increase in parts	0.550
Increase in debt and finance charges, includes amortization	0.296
Increase in fuel	0.237
Increase in transfer to General Revenue Fund for vacancy management	0.151
Decrease in salaries and benefits	(0.297)
Decrease in other equipment	(0.187)
Miscellaneous adjustments	0.017
	1.675

Full-time Equivalent Positions

Decrease due to reduction of 2 temporary mechanics,1 welder and 2 FTEs due to change in vacancy management.

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	2014	2015	2016
Number of Pay Stations on Street*	631	624	580
Number of Pay Stations in City Lots	12	12	12
Number of Parking and Non-Moving Violations Issued **	152,181	158,946	125,077
Number of High Demand On-Street Spaces	1,298	1,318	1,307
Number of Low Demand On-Street Spaces	2,507	2,498	2,505

* 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.

** Ticket volumes are subject to fluctuations dependent on seasonal events such as street cleaning and snow fall.

Winnipeg Parking Authority (SOA)

Contributing Departments
Parking Authority SOA 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	17.041	16.902	21.121		22.449	22.666
Provincial funding (service specific)	0.055	0.045	0.055		0.055	0.055
Revenues	**17.095**	**16.947**	**21.176**	**1**	**22.504**	**22.721**
Salaries and benefits	3.108	3.859	3.902		4.102	4.246
Services	6.429	7.757	7.900		8.266	8.315
Materials, parts, and supplies	0.669	1.692	1.389		1.826	1.787
Assets and purchases	0.051	0.065	0.076		0.072	0.073
Debt and finance charges	2.362	2.215	2.168		1.852	1.684
Grants, transfers and other	1.412	3.577	12.155		5.928	5.934
Recoveries	(0.042)	(0.003)	(0.003)		(0.003)	(0.003)
Expenses	**13.987**	**19.163**	**27.587**	**2**	**22.044**	**22.036**
Surplus/(Deficit)	**3.108**	**(2.215)**	**(6.411)**		**0.461**	**0.685**
Full-time Equivalent Positions	**45**	**53**	**52**		**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 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in on-street parking meter revenue. Includes $1/hour rate increase effective April 1st	3.469
Increase in enforcement revenue due to reduction in the early payment discount from 50% to 25% effective April 1st	0.750
Increase in casual parking revenue	0.175
Decrease in parking permit revenue	(0.181)
Miscellaneous adjustments	0.016
	4.229

2 Expenses

Transfer to the Land Operating Reserve (from net of proceeds of the sale of the Winnipeg Square Parkade)	5.000
Increase in transfer to the General Revenue Fund, including vacancy management and incremental increase in parking revenue	3.421
Transfer to the General Revenue Fund (Centrepoint parkade development)	0.595
Increase in on-street meter maintenance costs related to rate change	0.225
Consulting study/Public Consultation related to paid evening downtown and exchange district parking	0.200
Decrease in lot maintenance expenses	(0.520)
Demolition costs of the Civic Parkade ($1.834 million budgeted in 2017)	(0.434)
Miscellaneous adjustments	(0.063)
	8.424

Winnipeg Parking Authority (SOA)

Full-time Equivalent Positions

Decrease of 1 FTE for change in vacancy management.

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Water

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

Description	2014	2015	2016
Number of residential accounts	191,092	193,090	195,171
Number of commercial and industrial accounts	10,473	10,517	10,588
Number of complaints - taste and odour *	155	142	190
Average daily volume of water pumped (ML/D)	211	195	189
Average volume of water pumped daily per capita (litres)	297	271	260
Kilometres of distribution water mains	2,592	2,614	2,637
Kilometres of feeder mains	150	152	152
Kilometres of water mains cleaned	647	1,104	755
Number of water main breaks	777	317	268
Number of hydrants	21,692	21,919	22,045
Number of water quality tests conducted	65,454	71,537	71,289
Average monthly residential water bill	$26.27	$27.02	$29.19
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	48,927	45,773	45,161

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

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	109.660	127.630	132.356		135.521	137.497
Provincial funding (service specific)	0.789	0.872	0.765		0.765	0.765
Revenues	**110.449**	**128.502**	**133.121**	**1**	**136.287**	**138.263**
Salaries and benefits	30.693	31.459	32.384		33.364	34.154
Services	18.046	20.989	20.683		21.237	21.694
Materials, parts, and supplies	14.735	15.365	16.417		17.769	18.182
Assets and purchases	1.072	1.005	1.048		0.956	0.957
Debt and finance charges*	8.647	13.127	13.288		13.490	13.701
Grants, transfers and other	36.370	38.339	39.822		41.781	43.097
Recoveries	(8.149)	(6.979)	(8.108)		(8.521)	(8.678)
Expenses	**101.414**	**113.305**	**115.533**	**2**	**120.076**	**123.107**
Surplus/(Deficit)	**9.036**	**15.197**	**17.588**		**16.211**	**15.155**
Full-time Equivalent Positions	**387**	**398**	**408**		**411**	**411**

*** 2016 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 2018 proposed dividend is $15.487 million.

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in water sales revenue	4.521
Miscellaneous adjustments	0.098
	4.619

2 Expenses

Increase in transfer to Watermain Renewal Reserve	1.000
Increase in salaries and benefits	0.925
Increase in water utility dividend transfer to General Revenue Fund	0.545
Increase in chemicals	0.535
Increase in computer software licensing	0.348
Increase in departmental recoveries	(1.129)
Miscellaneous adjustments	0.004
	2.228

Full-time Equivalent Positions

Change due to internal FTE allocations based on work load and capital planning.

Water

Service Detail Sub-Services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Water Supply & Treatment	Revenue	55.169	64.179	66.489	68.072	69.060
	Expense	50.424	55.959	57.445	60.182	62.003
		4.745	8.220	9.044	7.889	7.056
Water Distribution	Revenue	55.280	64.323	66.632	68.215	69.203
	Expense	50.990	57.346	58.089	59.893	61.104
		4.291	6.977	8.544	8.322	8.099
Surplus/(Deficit)		**9.036**	**15.197**	**17.588**	**16.211**	**15.155**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Watermain Renewal Reserve	5.582	6.133	7.178	4.723	6.268

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(in millions of $)	28.483	144.586	173.069

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	2014	2015	2016
Number of billed sewer accounts	201,439	203,491	205,655
Number of complaints - raw sewer backup*	1,313	854	752
Number of complaints - clean sewer backup*	1,099	717	595
Volume of wastewater processed (ML/D)	279	256	275
Kilometres of collection system pipeline**	2,583	2,608	2,722
Number of pumping stations	74	74	74
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	152	148	209
Number of industrial waste tests conducted***	50,403	70,158	49,279
Number of treatment plant tests conducted	117,540	125,838	124,349
Number of manholes	46,524	47,054	47,680
Average monthly residential sewer bill	$36.09	$38.32	$40.31

* 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.

*** 2016 decreased due to elimination of metal testing on all submitted samples.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	160.662	180.864	197.706		213.766	220.656
Provincial funding (service specific)	0.333	0.385	0.336		0.336	0.336
Revenues	**160.995**	**181.250**	**198.041**	**1**	**214.102**	**220.992**
Salaries and benefits	30.761	34.202	33.802		35.268	36.172
Services	26.687	28.448	27.896		29.258	31.097
Materials, parts, and supplies	10.943	11.504	11.228		11.123	12.274
Assets and purchases	0.060	0.073	0.080		0.148	0.211
Debt and finance charges*	0.323	1.295	1.431		6.465	15.240
Grants, transfers and other	73.861	83.356	83.323		94.263	98.024
Recoveries	(2.224)	(1.914)	(1.928)		(1.937)	(1.948)
Expenses	**140.412**	**156.963**	**155.832**	**2**	**174.588**	**191.071**
Surplus/(Deficit)	**20.583**	**24.287**	**42.209**		**39.514**	**29.921**
Full-time Equivalent Positions	**397**	**420**	**410**		**416**	**416**

*** 2016 Actual does not include principal payments on debt.**

The Wastewater 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 2018 proposed dividend is $22.728 million.

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in sewer services	17.298
Increase in service connection permits	0.371
Increase in hauled waste	0.200
Decrease in industrial waste surcharge	(1.200)
Miscellaneous adjustments	0.122
	16.791

2 Expenses

Increase in transfer to Environmental Projects Reserve	4.691
Increase in sewer utility dividend transfer to General Revenue Fund	2.076
Increase in allocated departmental costs	0.717
Increase in light and power	0.366
Decrease in transfer to land drainage	(5.742)
Decrease in landfill tipping fees	(1.045)
Decrease in transfer to Sewer System Rehabilitation Reserve	(1.000)
Decrease in salaries and benefits	(0.400)
Decrease in large volume sewer discount program	(0.394)
Decrease in professional services	(0.288)
Miscellaneous adjustments	(0.112)
	(1.131)

Wastewater

Full-time Equivalent Positions

Change due to internal FTE allocations based on work load and capital planning.

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Wastewater Collection	Revenue	77.082	87.014	95.935	103.965	107.410
	Expense	60.804	67.970	68.019	76.994	83.949
		16.278	19.045	27.917	26.972	23.462
Wastewater Treatment	Revenue	83.913	94.235	102.106	110.136	113.581
	Expense	79.608	88.993	87.813	97.594	107.122
		4.305	5.242	14.293	12.542	6.459
Surplus/(Deficit)		**20.583**	**24.287**	**42.209**	**39.514**	**29.921**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Environmental Projects Reserve	93.167	61.078	71.583	88.697	103.966
Sewer System Rehab Reserve	9.826	0.113	0.113	0.479	2.280

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	68.360	318.379	386.739

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.

To monitor riverbank conditions, including undertaking stabilization and erosion protection along city-owned riverbank lands.

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).
7. To protect city-owned riverbanks using innovative approaches.
8. To provide public awareness, education, and information on matters related to riverbanks.

Service Level Statistics

Description	2014	2015	2016
Number of stormwater retention basins (SRB)	82	86	86
Number of permanent flood pumping stations*	34	34	34
Number of SRB pumping stations	5	5	5
Kilometres of land drainage sewer mains	1,178	1,183	1,206
Kilometres of storm relief sewer mains	187	187	189
Peak river elevations (>8.5 feet) - spring	19.1	14.2	16.5
Peak river elevations (>8.5 feet) - summer	17.6	11.5	12.1
Meters of City owned riverbank protected annually**	0	620	360
Number of waterway permits issued	108	128	128

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

** Funded by the Riverbank Stabilization and Physical Asset Protection Fund. No riverbank work was done in 2014.

Land Drainage and Flood Control

Contributing Departments

Water and Waste	90 %
Planning, Property and Development	7 %
Public Works	3 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	10.203	11.859	6.119		6.158	5.732
Provincial funding (service specific)	-	-	-		-	-
Revenues	**10.203**	**11.859**	**6.119**	**1**	**6.158**	**5.732**
Salaries and Benefits	1.843	2.358	2.392		2.423	2.455
Services	2.416	2.460	2.495		2.531	2.578
Materials, parts and supplies	0.722	0.768	0.792		0.796	0.778
Assets and purchases	-	0.003	0.003		0.003	0.004
Debt and finance charges	1.005	1.054	0.844		0.824	0.347
Grants, transfers and other	0.001	0.066	0.041		0.041	0.041
Recoveries	(0.014)	-	-		-	-
Operating expenses	**5.973**	**6.709**	**6.568**		**6.618**	**6.202**
Transfer to Capital	5.125	6.586	-		0.705	0.727
Total Expenses	**11.098**	**13.296**	**6.568**	**2**	**7.323**	**6.929**
Mill Rate Support/(Contribution)	**0.895**	**1.436**	**0.449**		**1.165**	**1.197**
Full-time Equivalent Positions	**24**	**28**	**28**		**27**	**27**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in transfer from Sewage Disposal Fund	(5.742)
Miscellaneous adjustment	0.002
	(5.740)

2 Expenses

Decrease in transfer to General Revenue Fund	(6.586)
Miscellaneous adjustment	(0.142)
	(6.728)

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Flood Control	Revenue	-	-	-	-	-
	Operating expenses	2.049	2.177	2.091	2.128	1.974
	Transfer to Capital	2.212	2.406	-	-	-
		4.261	4.582	2.091	2.127	1.973
Land Drainage	Revenue	10.202	11.688	5.946	5.982	5.552
	Operating expenses	3.924	4.095	4.034	4.038	3.767
	Transfer to Capital	2.913	3.568	-	-	-
		(3.366)	(4.025)	(1.912)	(1.943)	(1.786)
Waterways Management	Revenue	-	0.170	0.173	0.176	0.180
	Operating expenses	-	0.438	0.443	0.452	0.462
	Transfer to Capital	-	0.612	-	0.705	0.727
		-	0.879	0.270	0.981	1.009
Mill Rate Support/(Contribution)		**0.895**	**1.436**	**0.449**	**1.165**	**1.197**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	10.290	30.927	41.217

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 the City manages multiple 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	2014	2015	2016
Number of dwelling units served	289,137	292,127	296,147
Weight of residential garbage collected (tonnes)	176,011	177,845	174,280
Weight of garbage generated per capita (kilograms)	248	248	237
Number of large item pick ups per year	13,339	13,561	12,636

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	1.122	1.112	1.115		1.121	1.126
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.122**	**1.112**	**1.115**	**1**	**1.121**	**1.126**
Salaries and benefits	0.841	0.907	0.932		0.948	0.964
Services	16.619	19.383	20.997		21.848	22.704
Materials, parts, and supplies	0.023	0.049	0.036		0.037	0.037
Assets and purchases	0.213	0.209	0.239		0.242	0.244
Debt and finance charges	0.001	0.008	0.008		0.008	0.008
Grants, transfers and other	0.062	0.065	0.124		0.124	0.124
Recoveries	(0.010)	(0.017)	-		(0.017)	(0.018)
Operating Expenses	**17.750**	**20.604**	**22.335**		**23.188**	**24.063**
Transfer to Capital	-	-	-		-	-
Total Expenses	**17.750**	**20.604**	**22.335**	**2**	**23.188**	**24.063**
Mill Rate Support/(Contribution)	**16.627**	**19.492**	**21.220**		**22.068**	**22.938**
Full-time Equivalent Positions	**12**	**12**	**11**		**12**	**12**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.003
	0.003

2 Expenses

Increase in collection contracts	1.720
Miscellaneous adjustments	0.011
	1.731

Full-time Equivalent Positions

Change due to internal FTE allocations.

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	2014	2015	2016
Number of tonnes disposed	392,996	395,828	363,664
Total number of small load vehicles*	91,968	93,220	80,439
Total number of commercial and contractor vehicles	65,691	61,890	65,336
Kilolitres of leachate hauled and treated	60,812	72,475	65,360
Tonnes of landfill gas (CO2) captured	109,470	110,314	104,349

* Small load vehicles statistics represent residents hauling their own residential garbage by car or truck to the disposal site.

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	14.789	14.953	14.970		15.233	15.590
Provincial funding (service specific)	0.048	1.987	0.062		0.062	0.062
Revenues	**14.837**	**16.940**	**15.031**	**1**	**15.295**	**15.652**
Salaries and benefits	3.265	3.247	3.502		3.570	3.645
Services	5.894	7.501	7.647		8.024	8.561
Materials, parts, and supplies	0.591	0.605	0.660		0.666	0.688
Assets and purchases	0.055	0.095	0.095		0.095	0.095
Debt and finance charges	0.864	0.396	0.430		0.433	0.435
Grants, transfers and other	5.304	0.905	0.801		0.807	0.819
Recoveries	(0.068)	(0.005)	(0.025)		(0.025)	(0.025)
Expenses	**15.904**	**12.744**	**13.109**	**2**	**13.569**	**14.218**
Surplus/(Deficit)	**(1.067)**	**4.197**	**1.922**		**1.725**	**1.433**
Full-time Equivalent Positions	**40**	**39**	**41**		**41**	**41**

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 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in tipping fee revenue from diversion of biosolids	(1.503)
Refinement of service based view to Recycling and Waste Diversion	(0.742)
Net increase in tipping fee revenue from rate increases offset by decrease in tonnage estimates	0.270
Miscellaneous adjustments	0.066
	(1.909)

2 Expenses

Increase in fleet and equipment	0.505
Increase in salaries and benefits	0.255
Decrease in leachate treatment and hauling	(0.296)
Miscellaneous adjustments	(0.099)
	0.365

Full-time Equivalent Positions

Change due to internal FTE allocations.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Brady Landfill Rehab Reserve	6.609	7.135	7.527	6.124	6.354

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	4.510	14.208	18.718

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 community 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. Additionally, there are two 4R Winnipeg Depot locations which provide residents a one-stop location for recycling materials, divertible materials and the safe disposal of hazardous waste including paints, oil and electronics.

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	2014	2015	2016
Number of dwelling units served	289,137	292,127	296,147
Weight of residential recycling material collected (tonnes)	54,464	55,697	55,010
Average weight of residential recycling per household (kg)	188	191	186
Total yard waste composted (tonnes)*	29,754	33,474	34,123
Total divertible materials collected at the 4R Winnipeg Depots (tonnes)**	N/A	N/A	3,989

* 2015 restated to reflect a change in reporting methodology.

** The first 4R Winnipeg Depot location opened February, 2016.

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	25.160	24.334	26.389		27.572	29.398
Provincial funding (service specific)	5.071	3.208	4.901		4.967	5.062
Revenues	**30.231**	**27.542**	**31.290**	**1**	**32.539**	**34.460**
Salaries and benefits	4.000	5.603	5.727		5.765	5.886
Services	18.442	23.914	28.016		29.044	30.356
Materials, parts, and supplies	0.312	0.472	0.593		0.600	0.606
Assets and purchases	0.373	0.268	0.317		0.323	0.329
Debt and finance charges	0.007	2.774	2.787		2.791	2.796
Grants, transfers and other	0.154	0.098	0.161		0.161	0.161
Recoveries	(0.509)	(1.125)	(0.637)		(0.637)	(0.676)
Expenses	**22.778**	**32.004**	**36.965**	**2**	**38.047**	**39.458**
Surplus/(Deficit)	**7.453**	**(4.462)**	**(5.675)**		**(5.508)**	**(4.998)**
Full-time Equivalent Positions	**64**	**82**	**83**		**83**	**83**

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 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in sale of recyclables	1.310
Increase in funding from Multi-Material Stewardship Manitoba	1.150
Refinement of service based view from Solid Waste Disposal	0.742
Increase in waste diversion fee revenue	0.716
Decrease in waste reduction support grant	(0.300)
Miscellaneous adjustments	0.130
	3.748

2 Expenses

Increase in recycling collection	4.064
Increase in recycling processing	0.811
Decrease in inter-fund recoveries	0.488
Increase in salaries and benefits	0.124
Decrease in leaf and yard waste collection	(0.344)
Miscellaneous adjustments	(0.182)
	4.961

Full-time Equivalent Positions

Increase due to an additional 4R Winnipeg Depot location opening, partially offset by a change in internal FTE allocations.

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Recycling	Revenue	20.556	18.998	20.712	21.629	23.189
	Operating expenses	22.491	21.912	26.656	27.495	28.575
	Transfer to Capital	-	-	-	-	-
		(1.934)	(2.915)	(5.945)	(5.866)	(5.386)
Waste Diversion	Revenue	9.675	8.545	10.578	10.910	11.271
	Operating expenses	0.287	10.091	10.309	10.551	10.883
	Transfer to Capital	-	-	-	-	-
		9.387	(1.547)	0.270	0.358	0.388
Surplus/(Deficit)		**7.453**	**(4.462)**	**(5.675)**	**(5.508)**	**(4.998)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Waste Diversion Reserve	6.612	6.204	6.102	5.155	1.148

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City Planning

Includes:

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

Description

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

Key Goals

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

Service Level Statistics

Description	2014	2015	2016
No. of Development Servicing Agreements Administered	53	61	20
No. of Urban Design Applications Reviewed	89	100	106
No. of Zoning Agreements Processed	83	41	39
No. of Survey Information Requests (for construction work)	2,216	2,178	2,863
No. of Surveys Performed (Contract / In-house)	32 / 70	37 / 112	81 / 40*
No. of Survey Monuments Restored	32	42	196**
No. of Street Closings / Openings	15	16	23
Number of new greenfield dwelling units***	2,096	2,367	2,220
Number of new infill dwelling units****	2,149	1,299	1,337
No. of new dwelling units within 400 meters of a regional mixed-use corridor	872	372	397

* Geomatics has indicated that this year's reversal in contract to In-house surveys is due to position vacancies that have not been filled, resulting in higher overall costs to the City to undertake associated work. In addition, over the last few years they have seen a significant increase in the number of large scale jobs. Some, such as Phase 2 of Rapid Transit required the services of one staff member for approximately one year. Although this project took significant staff time, it is (like other projects) indicated with a numeric value of 1.

** This number represents a significant increase over last year's numbers. Restored survey monuments results from survey monuments established in new developments; these monuments are initially established by the developer so have not been counted in the past.

*** 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 $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.018	-	0.001		0.001	0.001
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.018**	**-**	**0.001**	**1**	**0.001**	**0.001**
Salaries and benefits	1.275	1.709	1.715		1.794	1.855
Services	0.087	0.441	0.441		0.191	0.191
Materials, parts, and supplies	0.003	0.003	0.003		0.003	0.003
Assets and purchases	0.004	0.004	0.004		0.004	0.004
Debt and finance charges	0.012	0.012	0.028		0.027	0.016
Grants, transfers and other	0.027	0.043	0.038		0.038	0.038
Recoveries	(0.034)	(0.087)	(0.089)		(0.091)	(0.094)
Operating expenses	**1.375**	**2.125**	**2.139**		**1.966**	**2.014**
Transfer to Capital	0.110	0.204	-		0.227	0.183
Total Expenses	**1.485**	**2.329**	**2.139**	**2**	**2.193**	**2.197**
Mill Rate Support/(Contribution)	**1.466**	**2.329**	**2.139**		**2.192**	**2.196**
Full-time Equivalent Positions	**14**	**18**	**18**		**18**	**18**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Transfer to Capital	(0.204)
Miscellaneous adjustments	0.014
	(0.190)

City Planning

Service Detail Sub-service (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Area Dev & Renewal Planning	Revenue	0.010	-	-	-	-
	Operating expenses	1.087	1.322	1.347	1.403	1.440
	Transfer to Capital	0.062	0.068	-	0.077	0.062
		1.139	1.390	1.347	1.480	1.502
City-wide Long Range Planning	Revenue	0.008	-	-	-	-
	Operating expenses	0.287	0.803	0.792	0.563	0.574
	Transfer to Capital	0.048	0.136	-	0.150	0.121
		0.327	0.939	0.792	0.712	0.694
Mill Rate Support/(Contribution)		**1.466**	**2.329**	**2.139**	**2.192**	**2.196**

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
- Live Downtown - Rental Development Grant Program
- Strategic Economic Incentives - Project Specific Grants

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	2014	2015	2016
Targeted Development Programs/projects- # of units created	200	180	297
Housing Reserve - $ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	1,021,578	1,083,000	635,628
Homelessness Partnering Strategy - Funds invested to address homelessness*	11,340,578	4,938,885	8,006,066
Building Communities Funding ($ 000's) / Projects completed	$4,205 / 34	$3,353 / 29	$1,885 / 12
Number of Park Projects (New / Completed)	37/32	49/57	21/29
Number of Neighbourhood Development Projects (participated in) **	57	16***	24
Number of Community Networks (participated in) **	45	54	33
Number of Community Consultations Facilitated **	16	12	6
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	22	20	28
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	30	31	45

* 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 $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.847	0.826	0.588		0.151	-
Provincial funding (service specific)	-	0.250	-		-	-
Revenues	**0.847**	**1.076**	**0.588**	**1**	**0.151**	**-**
Salaries and benefits	2.669	2.054	2.219		1.959	1.896
Services	0.276	0.915	0.963		0.909	0.896
Materials, parts, and supplies	0.022	0.014	0.019		0.018	0.017
Assets and purchases	0.009	0.007	0.010		0.008	0.008
Debt and finance charges	0.580	0.476	0.558		0.583	0.280
Grants, tranfers and other	3.585	4.099	3.783		3.273	3.278
Recoveries	(0.167)	(0.228)	(0.236)		(0.244)	(0.251)
Operating expenses	**6.975**	**7.337**	**7.315**		**6.505**	**6.124**
Transfer to Capital	1.852	1.834	1.732		2.116	1.931
Total Expenses	**8.827**	**9.171**	**9.047**	**2**	**8.621**	**8.055**
Mill Rate Support/(Contribution)	**7.980**	**8.095**	**8.460**		**8.470**	**8.055**
Full-time Equivalent Positions	**33**	**24**	**26**		**22**	**20**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in revenue from the Province and private sector toward the Indigenous Relations Apprenticeship Program	(0.500)
Increase in transfer from Housing Reserve for Homelessness Partnering Strategy	0.012
	(0.488)

2 Expenses

One-time grant to Louis Riel School Division - running track for Victor Mager school	0.500
Increase in grant for Indigenous Relations Journey of Reconciliation	0.171
Increase in salaries and benefits	0.165
Decrease in Indigenous Relations Apprenticeship funds paid directly by external contributors	(0.500)
Non-recurring grant for Dakota Alumni Field Capital Campaign in 2017	(0.350)
Non-recurring grant for Dale Bradshaw Outdoor Basketball Court in 2017	(0.180)
Miscellaneous adjustments	0.070
	(0.124)

Full-time Equivalent Positions

Increase of 1 FTE due to transfer of a position from Corporate Support Services HR to Indigenous Relations and increase of approximately 1 FTE due to the refinement of the service based view.

Neighbourhood Revitalization

Service Detail Sub-service (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Community Development	Revenue	0.026	0.500	-	-	-
	Operating expenses	4.101	4.817	4.795	4.413	4.190
	Transfer to Capital	1.848	1.834	1.732	2.116	1.931
		5.924	6.151	6.531	6.532	6.125
Housing Initiatives	Revenue	0.821	0.576	0.587	0.151	-
	Operating expenses	2.873	2.520	2.516	2.089	1.930
	Transfer to Capital	0.004	-	-	-	-
		2.057	1.944	1.929	1.937	1.930
Mill Rate Support/(Contribution)		**7.980**	**8.095**	**8.460**	**8.470**	**8.055**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Housing Rehab Invest Reserve	2.780	2.729	2.702	2.701	2.699
Multi-Family Dwell Tax Inv Res	5.216	3.677	1.180	0.925	0.217

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	2.142	11.320	13.462

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	2014	2015	2016
Total New Dwelling Units Created	4,625	3,679	3,995
Permit Volumes			
Total Residential Permits Issued	5,791	5,958	6,917
Total Non-Residential Permits Issued	2,739	2,817	3,251
Total Other Building Permits Issued	17,598	18,721	20,835
Total Permits Issued	26,128	27,613	31,130
Total Permit Fees	$22,074,814	$20,987,515	$25,009,590
Permit Values (in thousands of $)			
Total for Residential Permit Values	849,373	858,498	977,900
Total for Non-Residential Permit Values	675,922	612,051	1,039,764
Total Permit Values	1,525,295	1,470,549	2,017,665
Plan Examination Volume (Number of Plans Reviewed):			
Residential	4,455	4,573	5,268
Commercial	5,764	5,826	6,784
TOTAL	10,219	10,399	12,052
Inspection Volume (Number Conducted):			
Residential	65,526	67,008	75,031
Commercial	41,824	45,914	46,909

Development Approvals, Building Permits and Inspections

Contributing Departments

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

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	26.075	28.816	29.555		29.155	29.723
Provincial funding (service specific)	-	-	-		-	-
Revenues	**26.075**	**28.816**	**29.555**	**1**	**29.155**	**29.723**
Salaries and benefits	15.852	17.726	17.836		18.527	19.001
Services	1.556	1.495	1.481		1.481	1.482
Materials, parts and supplies	0.132	0.087	0.087		0.087	0.087
Assets and purchases	0.092	0.081	0.081		0.081	0.081
Debt and finance charges	0.237	0.303	0.317		0.316	0.307
Grants, transfers and other	1.126	0.603	0.684		0.684	0.684
Recoveries	(0.394)	(0.371)	(0.507)		(0.518)	(0.529)
Operating expenses	**18.601**	**19.923**	**19.979**		**20.659**	**21.113**
Transfer to Capital	0.369	0.095	-		0.168	0.142
Total Expenses	**18.970**	**20.018**	**19.979**	**2**	**20.828**	**21.254**
Mill Rate Support/(Contribution)	**(7.105)**	**(8.798)**	**(9.577)**		**(8.327)**	**(8.468)**
Full-time Equivalent Positions	**196**	**214**	**213**		**215**	**215**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in regulation fee revenue due to inflation	0.339
Increase in transfer from Permit Reserve Fund	0.400
	0.739

2 Expenses

Increase in salaries and benefits	0.110
Increase in grants, transfers and other	0.081
Increase in FTE recoveries	(0.136)
Transfer to Capital	(0.095)
Miscellaneous adjustments	0.001
	(0.039)

Full-time Equivalent Positions

Decrease of 3 FTEs for change in vacancy management, offset by an increase of 2 FTEs recovered from other funds.

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Res Dev Approvals & Inspection	Revenue	7.861	8.698	8.903	8.784	8.955
	Operating expenses	9.148	9.906	9.905	10.244	10.468
	Transfer to Capital	0.210	0.095	-	0.135	0.112
		1.496	1.303	1.001	1.595	1.625
Com Dev Approvals & Inspection	Revenue	18.214	20.119	20.652	20.371	20.768
	Operating expenses	9.453	10.017	10.074	10.416	10.645
	Transfer to Capital	0.160	-	-	0.033	0.030
		(8.602)	(10.101)	(10.578)	(9.922)	(10.093)
Mill Rate Support/(Contribution)		**(7.105)**	**(8.798)**	**(9.577)**	**(8.327)**	**(8.468)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Permit Reserve	2.000	1.609	0.610	0.610	0.610

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	2014	2015	2016
Residential Building Permit Applications	5,844	5,088	6,138
Residential Building Permit Application Value (in millions)	$861	$451	$575
Commercial Building Permits Issued	2,751	3,610	3,960
Commercial Building Permit Value (in millions)	$676	$840	$1,203
Total Building Permit Value (in millions)	$1,538	$1,291	$1,778
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	21	21	28
Construction Value of Downtown Projects Above (in millions)	$31	$14	$188
Number of Major City-Wide Development Projects (>$2 million)	91	90	106
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$582	$541	$835
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,751	16 / 4,769	16 / 4,748

Economic Development

Contributing Departments

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

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	1.401	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.401**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.483	0.521	0.529		0.546	0.563
Services	0.321	0.466	0.476		0.476	0.476
Materials, parts and supplies	0.031	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	0.153	0.147	0.154		0.148	0.012
Grants, transfers and other	0.904	0.920	0.324		0.324	0.324
Recoveries	(0.009)	(0.018)	(0.018)		(0.019)	(0.019)
Operating expenses	**1.882**	**2.062**	**1.490**		**1.500**	**1.381**
Transfer to Capital	0.002	-	-		0.001	0.001
Total Expenses	**1.884**	**2.062**	**1.490**	**2**	**1.502**	**1.382**
Mill Rate Support/(Contribution)	**0.483**	**2.062**	**1.490**		**1.502**	**1.382**
Full-time Equivalent Positions	**4**	**5**	**5**		**5**	**5**

1 Revenue
n/a

2 Expenses

Decrease in Centre Venture Development Corporation operating grant	(0.600)
Miscellaneous adjustments	0.028
	(0.572)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Economic Dev Invest Reserve	1.375	1.181	2.242	3.045	4.583

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	2014	2015	2016
Total Listed Historic Resources	242	253	269
Total Nominated Resources	132	118	100
Total Commemorated Resources	337	337	337
Number of Nominated Resources Evaluated for Historical Listing	14	14	23
Number of Nominated Resources Listed as Historical	7	12	15
Number of Nominated Resources Pending Listing	7	5	11
Number of Resources Commemorated*	5	0	1
Number of Historical Resources Evaluated for De-listing	1	1	0
Number of Heritage Resources De-Listed	0	0	0
Number of Buildings Receiving Heritage Support from City Council **	25	23	27
Number of Heritage Permits Issued	21	37	56

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

** Reflects 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 $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.000**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.027	0.250	0.246		0.260	0.269
Services	0.005	0.012	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	0.004		0.004	0.002
Grants, transfers and other	0.035	0.063	0.051		0.051	0.051
Recoveries	(0.002)	(0.049)	(0.050)		(0.052)	(0.053)
Operating expenses	**0.067**	**0.278**	**0.263**		**0.276**	**0.281**
Transfer to Capital	-	0.163	-		0.175	0.141
Total Expenses	**0.067**	**0.441**	**0.263**	**2**	**0.451**	**0.422**
Mill Rate Support/(Contribution)	**0.067**	**0.441**	**0.263**		**0.451**	**0.422**
Full-time Equivalent Positions	**0**	**3**	**3**		**3**	**3**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues:

n/a

2 Expenses

Transfer to Capital	(0.163)
Miscellaneous adjustments	(0.015)
	(0.178)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Heritage Investment Reserve	2.744	2.297	2.257	1.586	1.592

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	0.187	1.304	1.491

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	2014	2015	2016
Land & Property			
Property Sales / Gross Revenues from Sales Closed	47 / $24.8M	29 / $6.2M	31 / $11.3M
Number of Individual Leases / Gross Revenue from Leasing	±625 / $3.31M	±635 / $1.83M	+639 / 1.75M
Municipal Accommodations			
Estimated Market Value	$3 - $4B	$3 - $4B	$3 - $4B
Number of Buildings / Total Square Footage (Owned & Leased)	475 / 6.3M sq ft	467 / 7.4M sq ft	1,034* / 7.7M sq ft
Replacement Value City Owned Buildings Receiving Facilities Maintenance Services*	$1.89B	$1.00B	$1.77 B

NOTE: M = millions
B = billions

* Increase in building number largely due to storage buildings now included as a separate asset in the building inventory.

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	14.740	10.810	14.260		7.204	9.538
Provincial funding (service specific)	-	-	-		-	-
Revenues	**14.740**	**10.810**	**14.260**	**1**	**7.204**	**9.538**
Salaries and benefits	3.010	3.512	3.545		3.708	3.812
Services	0.278	0.223	0.227		0.227	0.227
Materials, parts, and supplies	0.013	0.015	0.015		0.015	0.015
Assets and purchases	0.015	0.022	0.024		0.024	0.024
Debt and finance charges	0.018	0.017	0.039		0.039	0.023
Grants, transfers and other	13.056	10.414	7.944		8.103	8.233
Recoveries	(1.201)	(1.241)	(1.307)		(1.325)	(1.345)
Operating expenses	**15.189**	**12.963**	**10.487**		**10.790**	**10.989**
Transfer to Capital	0.048	0.300	-		0.277	0.318
Total Expenses	**15.237**	**13.263**	**10.487**	**2**	**11.067**	**11.307**
Mill Rate Support/(Contribution)	**0.497**	**2.453**	**(3.773)**		**3.864**	**1.770**
Full-time Equivalent Positions	**37**	**42**	**42**		**42**	**42**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

One-time transfer from Land Operating Reserve Fund	2.300
Increase in transfer from Municipal Accommodations Fund	1.149
Miscellaneous adjustments	0.001
	3.450

2 Expenses

Decrease in transfer to Municipal Accommodations Fund due primarily to reduction in amount of vacant space	(2.433)
Transfer to Capital	(0.300)
Miscellaneous adjustments	(0.043)
	(2.776)

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Municipal Accommodations	Revenue	14.733	10.809	11.959	7.202	9.536
	Operating expenses	12.666	10.900	8.446	8.637	8.782
	Transfer to Capital	0.026	-	-	0.024	0.021
		(2.040)	0.091	(3.505)	1.468	(0.721)
Land and Property	Revenue	0.007	0.001	2.302	0.002	0.002
	Operating expenses	2.522	2.062	2.041	2.153	2.207
	Transfer to Capital	0.022	0.300	-	0.253	0.297
		2.537	2.361	(0.261)	2.405	2.502
Mill Rate Support/(Contribution)		**0.497**	**2.453**	**(3.773)**	**3.864**	**1.770**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Land Operating Reserve	29.438	11.235	12.563	13.284	11.010

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)		1.391	1.391

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	72.814	74.993	71.690		76.367	76.536
Provincial funding (service specific)	0.355	0.250	0.359		0.359	0.359
Revenues	**73.169**	**75.243**	**72.050**	**1**	**76.726**	**76.895**
Salaries and benefits	20.370	20.742	20.425		21.109	21.519
Services	26.412	31.170	30.270		30.958	31.579
Materials, parts, supplies	7.104	5.406	5.744		5.789	5.789
Assets and purchases	0.014	0.029	0.029		0.029	0.029
Debt and finance charges	4.125	4.097	4.758		5.110	4.862
Grants, transfers and other	16.377	12.136	13.376		8.622	10.959
Recoveries	(3.138)	(3.530)	(3.566)		(3.572)	(3.572)
Operating expenses	**71.264**	**70.051**	**71.038**		**68.045**	**71.164**
Transfer to Capital	1.905	5.192	1.012		8.681	5.731
Total Expenses	**73.169**	**75.243**	**72.050**	**2**	**76.726**	**76.895**
Surplus/(Deficit)	**-**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**296**	**297**	**293**		**297**	**297**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in transfer from Community Services for facilities operations and maintenance	0.840
Increase in Provincial Support Grant	0.109
Increase in rentals - fixed assets	0.086
Decrease in transfer from General Revenue Fund for facility costs	(2.192)
Decrease in transfer from Community Services for capital charges	(1.997)
Decrease in transfer from Water and Waste for facility costs	(0.136)
Miscellaneous adjustments	0.097
	(3.193)

2 Expenses

Increase in transfer to General Revenue Fund	1.149
Increase in debt and finance charges	0.661
Decrease in transfer to General Capital Fund	(2.183)
Decrease in transfer to General Capital Fund for Community Services	(1.997)
Net decrease in utility costs	(0.462)
Net decrease in salary and benefits	(0.317)
Miscellaneous adjustments	(0.044)
	(3.193)

Full-time Equivalent Positions

Decrease of 4 FTEs for changes in vacancy management.

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Municipal Accommodations	Revenue	54.068	54.010	51.936	52.961	53.652
	Operating expenses	50.785	50.249	50.265	46.708	49.293
	Transfer to Capital	1.464	3.195	1.012	5.545	3.647
		(1.250	0.003	0.280	0.232	0.228
Pool Facilties	Revenue	12.621	13.802	13.227	15.271	15.275
	Operating expenses	11.734	11.641	11.729	12.033	12.284
	Transfer to Capital	0.279	1.523	-	1.714	1.378
		(0.609)	(0.638)	(1.304)	(1.330)	(1.419)
Arena Facilities	Revenue	4.030	4.508	4.351	5.015	4.844
	Operating expenses	5.597	5.316	5.479	5.510	5.750
	Transfer to Capital	0.008	0.109	-	0.537	0.233
		1.575	0.917	1.164	1.067	1.175
Recreation Centres	Revenue	1.298	1.514	1.315	1.460	1.492
	Operating expenses	1.666	1.355	1.392	1.603	1.641
	Transfer to Capital	0.103	0.003	-	0.110	0.107
		0.471	(0.156)	0.095	0.272	0.274
Community Centre Facilities	Revenue	1.153	1.408	1.221	2.019	1.633
	Operating expenses	0.914	0.921	0.924	0.942	0.947
	Transfer to Capital	0.052	0.362	-	0.775	0.366
		(0.187)	(0.125)	(0.235)	(0.240)	(0.258)
Surplus/(Deficit)		**-**	**-**	**-**	**-**	**-**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	4.759	25.268	30.027

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	2014	2015	2016
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections	1,056	524	401
Lineal Feet of New Field of Honour Precast Beam foundation installed	0	0	176
Number of Individual Foundations Installed	30	51	60
Number of Educational Tours	10	16	15
Number of Interment Sites Re-leveled and Re-seeded	929	1,678	1,254
Number of Field of Honour Interment Sites re-landscaped	0	250	250
Number of Trees Planted	119	100	90
Lineal feet of existing Field of Honour Precast Beam refurbished	0	2,472	2,128

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projections
Service revenue	1.235	1.695	1.730		1.766	1.803
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.235**	**1.695**	**1.730**	**1**	**1.766**	**1.803**
Salaries and benefits	1.623	1.691	1.666		1.737	1.766
Services	0.581	0.532	0.519		0.524	0.528
Materials, parts and supplies	0.135	0.103	0.116		0.111	0.107
Assets and purchases	0.007	0.008	0.008		0.007	0.007
Debt and finance charges	0.027	0.022	0.034		0.033	0.027
Grants, transfers and other	0.176	0.191	0.189		0.191	0.194
Recoveries	(0.348)	(0.031)	(0.031)		(0.031)	(0.031)
Operating expenses	**2.201**	**2.516**	**2.500**		**2.573**	**2.599**
Transfer to Capital	0.236	0.208	-		0.243	0.250
Total Expenses	**2.437**	**2.724**	**2.500**	**2**	**2.816**	**2.849**
Mill Rate Support/(Contribution)	**1.201**	**1.030**	**0.771**		**1.050**	**1.046**
Full-time Equivalent Positions	**26**	**25**	**24**		**25**	**25**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in cemeteries revenues due to inflation and transfer from Perpetual Maintenance Reserve Funds	0.035
	0.035

2 Expenses

Transfer to Capital	(0.208)
Miscellaneous adjustments	(0.016)
	(0.224)

Full-time Equivalent Positions

Decrease of 1 FTE for change in vacancy management.

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Perpetual Mtce-Brookside Cem	16.393	16.779	17.199	17.628	18.067
Perpetual Mtce-St Vital Cem	1.152	1.183	1.225	1.268	1.312
Perpetual Mtce-Transona Cem	0.797	0.828	0.858	0.889	0.922

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	0.200	1.993	2.193

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Police Response

Includes:

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

Description

The Police Response Service provides emergency, urgent, and non-urgent responses to public calls for service. 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	2014	2015	2016
Police Officer Complement (Authorized)	1,430	1,424	1,421
Civilian Staff Complement (Authorized)	477	491	504
Police Officer to Civilian Staff Ratio	3.0:1	2.9:1	2.8:1
Police Officer to Population Ratio (per 100,000)	202	200	197
Total Calls for Service to the Communications Centre	532,304	541,594	578,607
Total Dispatched and Police-Initiated Calls	203,103	200,499	205,641
% of Total Calls	38.16%	37.0%	35.5%
Police-initiated Events	79,344	72,613	68,164
% of Dispatched Call and Police-Initiated Calls	39.07%	36.2%	33.1%
Citizen Generated Events	123,759	127,886	137,476
% of Dispatched Call and Police-Initiated Calls	60.9%	63.8%	66.9%
Dispatched via Alternate Phone Response (APR)	1,131	1,197	2,237
% of Dispatched Call and Police-Initiated Calls	0.56%	0.60%	1.1%
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0 to 2: Emergency	14,525	15,402	17,726
Priority 3 to 4: Urgent	71,067	73,015	76,221
Priority 5 to 9: Non-Urgent	117,511	112,082	111,694

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	5.054	4.830	4.873		4.929	4.982
Provincial funding (service specific)	17.940	17.185	16.896		16.896	16.896
Revenues	**22.994**	**22.015**	**21.769**	**1**	**21.825**	**21.878**
Salaries and benefits	198.245	200.216	204.022		209.488	216.456
Services	10.674	10.560	10.629		10.764	10.931
Materials, parts, and supplies	4.232	4.624	4.631		4.580	4.606
Assets and purchases	0.947	1.239	1.295		1.413	1.521
Debt and finance charges	8.141	8.193	8.779		9.340	9.303
Grants, transfers and other	7.685	9.492	9.453		9.938	10.377
Recoveries	(0.378)	(0.231)	(0.229)		(0.229)	(0.229)
Operating expenses	**229.545**	**234.094**	**238.579**		**245.294**	**252.965**
Transfer to Capital	6.120	3.075	3.277		3.590	1.625
Total Expenses	**235.665**	**237.169**	**241.856**	**2**	**248.884**	**254.590**
Mill Rate Support/(Contribution)	**212.671**	**215.153**	**220.087**		**227.058**	**232.711**
Full-time Equivalent Positions	**1,567**	**1,558**	**1,572**		**1,573**	**1,573**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in Provincial funding	(0.289)
Increase in service revenues	0.043
	(0.246)

2 Expenses

Increase in salaries and benefits due to new collective agreement rates and re-allocation of salaries from general patrol back office to major crimes	3.806
Increase in debt and finance charges	0.586
Transfer to Capital	0.202
Miscellaneous adjustments	0.093
	4.687

Full-time Equivalent Positions

As a result of a change in vacancy management, the collapse of 2 units and the reorganization of the general patrol back office to major crimes, Police Response has increased by 14 FTEs, Crime Prevention has decreased by 14 FTEs and Traffic has decreased by 6 FTEs.

Police Response

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Police Response	Revenue	18.719	17.159	17.429	17.432	17.433
	Operating expenses	147.569	155.115	149.482	153.313	158.439
	Transfer to Capital	6.120	3.075	3.277	3.590	1.625
		134.969	141.032	135.775	139.916	143.075
Contract Policing	Revenue	1.193	1.435	1.436	1.458	1.479
	Operating expenses	1.134	1.649	0.430	0.441	0.455
	Transfer to Capital	-	-	-	-	-
		(0.059)	0.214	(1.006)	(1.017)	(1.023)
Crime Investigation	Revenue	3.022	3.380	2.857	2.888	2.918
	Operating expenses	71.258	70.984	80.288	83.040	85.849
	Transfer to Capital	-	-	-	-	-
		68.236	67.604	77.431	80.152	82.931
Police Training	Revenue	0.060	0.042	0.048	0.048	0.049
	Operating expenses	9.584	6.345	7.935	8.055	7.777
	Transfer to Capital	-	-	-	-	-
		9.525	6.303	7.887	8.007	7.728
Mill Rate Support/(Contribution)		**212.671**	**215.153**	**220.087**	**227.058**	**232.711**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	3.277	22.772	26.049

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	2014	2015	2016
Community Policing			
Number of Commercial/Business Crime Prevention Presentations	6	57	43
Number of Personal/Residential Crime Prevention Presentations	177	80	169
Number of Cultural/Diversity Presentations by Diversity Relations Officers	79	57	78
Number of School Engagements [1]		2,445	4,817
Number of Safety Audits Conducted	11	7	12
Number of Special Event Attendances	235	170	228
Number of Cultural/Diversity Event Attendances by Diversity Relations Officers	92	215	118
Number of Crime Victim Follow-up Contacts	4,949	5,234	6,486
Public Following on Social Media Platforms [1]		15,000	88,998
Frequency of Written Communications to the Community [1]		Q2=68,300	No longer tracking
Engagement Hours in Culture, Diversity and Community Outreach [1]		Q1=328.5	1,253.5
Proactive Policing			
Number of Proactive Target Driven Events	25,802	24,871	21,166
Number of Proactive Gang Activities [1]		New: no data yet	Measure being reviewed
Number of Gang Response and Suppression Plan (GRASP) Curfew Checks	996	804	388
Number of Community and Government Agencies Engaged [1]		Q1=119	1,124
Number of Interventions with Vulnerable Citizens [1]		Q1=189	673
Total time Spent on Proactive Policing (hrs)	66,578	58,726	68,164
Street Lighting [2]			
Number of Street Lights, Lane Lights and Pathway Lights [3]	74,700	75,080	75,094
Number of Streetscaping Lights (Decorative only) [2]	2,985	2,908	2,908
Number of Lighting Complaints Requiring a Lighting Upgrade	6	10	11
Number of Lighting Complaints	84	75	62

[1] New in 2015

[2] Data supplied by the Public Works Department

[3] Data supplied by Manitoba Hydro. Manitoba Hydro no longer segregates lighting information. In prior years, Pathway Lights data was reported under Street Lights.

Crime Prevention

Contributing Departments

Police	71 %
Public Works	29 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	1.491	1.393	1.408		1.440	1.474
Provincial funding (service specific)	2.315	2.925	2.022		2.022	2.022
Revenues	**3.807**	**4.317**	**3.431**	**1**	**3.463**	**3.496**
Salaries and benefits	30.771	31.000	30.182		31.154	32.279
Services	12.988	14.087	13.956		14.959	16.054
Materials, parts and supplies	0.584	0.558	0.524		0.526	0.528
Assets and purchases	0.066	0.050	0.051		0.050	0.062
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.965	1.094	1.073		1.164	1.247
Recoveries	(0.166)	(0.099)	(0.104)		(0.106)	(0.108)
Operating expenses	**45.208**	**46.690**	**45.682**		**47.747**	**50.063**
Transfer to Capital	-	-	-		-	-
Total Expenses	**45.208**	**46.690**	**45.682**	**2**	**47.747**	**50.063**
Mill Rate Support/(Contribution)	**41.401**	**42.373**	**42.251**		**44.284**	**46.567**
Full-time Equivalent Positions	**293**	**299**	**285**		**284**	**284**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in Provincial funding	(0.903)
Increase in service revenues	0.017
	(0.886)

2 Expenses

Decrease in salaries and benefits due to collective agreement adjustments and complement transfer	(0.818)
Increase in street lighting operating costs	(0.093)
Decrease in services costs	(0.038)
Miscellaneous adjustments	(0.059)
	(1.008)

Full-time Equivalent Positions

As a result of a change in vacancy management, the collapse of 2 units and the reorganization of the general patrol back office to major crimes, Police Response has increased by 14 FTEs, Crime Prevention has decreased by 14 FTEs and Traffic has decreased by 6 FTEs.

Crime Prevention

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Community Policing	Revenue	2.585	3.262	2.369	2.379	2.389
	Operating expenses	27.153	27.496	26.331	27.228	28.256
	Transfer to Capital	-	-	-	-	-
		24.568	24.233	23.962	24.849	25.866
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.379	13.399	13.306	14.301	15.386
	Transfer to Capital	-	-	-	-	-
		12.379	13.399	13.306	14.301	15.386
Park Patrol	Revenue	-	-	-	-	-
	Operating expenses	0.057	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		0.057	-	-	-	-
Crime Prevention Initiatives	Revenue	1.221	1.055	1.061	1.084	1.107
	Operating expenses	5.619	5.795	6.045	6.217	6.421
	Transfer to Capital	-	-	-	-	-
		4.397	4.740	4.983	5.134	5.314
Mill Rate Support/(Contribution)		**41.401**	**42.373**	**42.251**	**44.284**	**46.567**

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	2014	2015	2016
General Traffic Enforcement			
Total Number of Traffic Stops	30,148	29,410	28,981
Highway Traffic Act Provincial Offence Notices Issued	46,149	43,279	43,462
Highway Traffic Act Warnings Issued	n/a	9,933	9,940
Percentage of Notices Issued [A]	n/a	66.2%	65.7%
Photo Enforcement			
Reduced School Zone	36,211	35,704	53,263
All Other Zones		New: no data yet	45,530
Intersection Safety Cameras			
Speeding	24,497	29,366	35,411
Red Light	11,207	10,002	10,098
Criminal Code Driving Offences			
Persons Charged with Impaired Driving	513	528	479
Persons Charged with Other Criminal Code Driving Offences	165	230	259
Education			
Number of Joint Projects with Manitoba Public Insurance (MPI)		New: no data yet	4
Number of Safe Driving Public Service Announcements		New: no data yet	4,648

Note: 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

[A] 2015 restated to correct a reporting error.

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	19.840	20.771	19.507		19.107	18.708
Provincial funding (service specific)	-	-	-		-	-
Revenues	**19.840**	**20.771**	**19.507**	**1**	**19.107**	**18.708**
Salaries and benefits	10.782	11.916	11.600		12.006	12.431
Services	5.193	5.418	5.458		5.330	5.206
Materials, parts, and supplies	0.153	0.192	0.183		0.184	0.185
Assets and purchases	0.023	0.047	0.046		0.044	0.044
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.365	0.433	0.420		0.450	0.478
Recoveries	(0.022)	(0.010)	(0.012)		(0.012)	(0.012)
Operating expenses	**16.494**	**17.996**	**17.695**		**18.002**	**18.332**
Transfer to Capital	-	-	-		-	-
Total Expenses	**16.494**	**17.996**	**17.695**	**2**	**18.002**	**18.332**
Mill Rate Support/(Contribution)	**(3.346)**	**(2.775)**	**(1.812)**		**(1.105)**	**(0.376)**
Full-time Equivalent Positions	**80**	**90**	**84**		**84**	**84**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease in traditional enforcement revenues	(0.860)
Reduction in photo enforcement revenues	(0.400)
Miscellaneous adjustments	(0.004)
	(1.264)

2 Expenses

Decrease in salaries and benefits as allocation of expenses from general patrol to traffic was reduced with transfer of members from back office to major crimes	(0.316)
Miscellaneous adjustments	0.015
	(0.301)

Full-time Equivalent Positions

As a result of a change in vacancy management, the collapse of 2 units and the reorganization of the general patrol back office to major crimes, Police Response has increased by 14 FTEs, Crime Prevention has decreased by 14 FTEs and Traffic has decreased by 6 FTEs.

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Traffic Safety-Automated	Revenue	15.962	16.000	15.600	15.200	14.800
	Operating expenses	5.517	5.709	5.743	5.623	5.508
	Transfer to Capital	-	-	-	-	-
		(10.445)	(10.291)	(9.857)	(9.577)	(9.292)
Traffic Safety-Officer	Revenue	3.878	3.171	2.307	2.307	2.308
	Operating expenses	9.709	11.349	10.318	10.703	11.093
	Transfer to Capital	-	-	-	-	-
		5.830	8.178	8.012	8.395	8.786
Traffic Safety-Division	Revenue	-	1.600	1.600	1.600	1.600
	Operating expenses	1.268	0.937	1.634	1.676	1.730
	Transfer to Capital	-	-	-	-	-
		1.268	(0.663)	0.034	0.076	0.130
Mill Rate Support/(Contribution)		**(3.346)**	**(2.775)**	**(1.812)**	**(1.105)**	**(0.376)**

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	2014	2015	2016
Total Fires	1,596	1,535	1,496
Alarm - No Fire	7,961	7,962	7,742
Gas/Odor/Hazardous Materials Emergencies	1,013	862	809
Miscellaneous Emergencies [A]	4,784	3,837	4,649
Rescue Emergencies	167	202	180
Fire Investigations	285	334	330
Arson Determinations [B]	n/a	273	207

[A] In 2016, a new tracking process for the Community Fire Prevention Partnership program was developed and implemented.

[B] 2016 Arson Determinations figures provided by Winnipeg Police Service.

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.422	0.624	0.623		0.623	0.623
Provincial funding (service specific)	4.582	3.726	4.027		4.027	4.027
Revenues	**5.004**	**4.351**	**4.650**	**1**	**4.650**	**4.650**
Salaries and benefits	106.361	105.916	106.484		109.482	112.395
Services	5.019	6.193	5.637		6.417	6.933
Materials, parts, and supplies	2.938	3.560	3.504		3.465	3.472
Assets and purchases	0.212	0.244	0.189		0.189	0.189
Debt and finance charges	0.798	0.831	0.864		0.997	1.031
Grants, transfers and other	1.024	1.042	1.111		1.115	1.116
Recoveries	(0.232)	(0.073)	(0.175)		(0.176)	(0.176)
Operating expenses	**116.120**	**117.712**	**117.614**		**121.489**	**124.960**
Transfer to Capital	2.130	2.610	-		5.205	3.837
Total Expenses	**118.250**	**120.322**	**117.614**	**2**	**126.695**	**128.797**
Mill Rate Support/(Contribution)	**113.245**	**115.972**	**112.964**		**122.045**	**124.147**
Full-time Equivalent Positions	**856**	**851**	**852**		**852**	**852**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Refinement of the service based view	0.300
Miscellaneous adjustments	(0.001)
	0.299

2 Expenses

Increase in salary and benefits	0.568
Transfer to Capital	(2.610)
Decrease in fleet capital leases reflecting revised delivery expectations	(0.708)
Increase in other external recoveries	(0.102)
Miscellaneous adjustments	0.144
	(2.708)

Full-time Equivalent Positions

Increase of 1 FTE for Asset Management.

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Fire & Rescue Response	Revenue	5.004	4.351	4.650	4.650	4.650
	Operating expenses	115.230	116.790	116.684	120.539	123.988
	Transfer to Capital	2.130	2.610	-	5.205	3.837
		112.356	115.050	112.035	121.095	123.175
Fire Investigation	Revenue	-	-	-	-	-
	Operating expenses	0.890	0.922	0.930	0.950	0.972
	Transfer to Capital	-	-	-	-	-
		0.889	0.921	0.930	0.950	0.972
Mill Rate Support/(Contribution)		**113.245**	**115.972**	**112.964**	**122.045**	**124.147**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	3.144	33.524	36.668

Fire and Injury Prevention

Includes:

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

Description

To reduce the incidence of illness, injury, death and property loss due to fire, accident or personal health by educating citizens regarding fire and life safety, and through the enforcement of the Manitoba Fire Code and the Fire Prevention By-law.

Key Goals

1. Provide fire and life safety educational programming to citizens of all ages to help prevent emergencies and reduce injury, death and property loss.
2. Identify the need for, develop new educational programming, and deliver that programming to identified groups within our community.
3. Promote and participate in public safety initiatives with partner agencies.
4. Enforce structural fire and life safety standards through the provision of plan examination, building fire inspection services and enforcement.
5. Ensure the required maintenance of fire and life safety systems is conducted by qualified individuals through the ongoing licensing of service persons.
6. Regulate potentially hazardous activities to ensure they are conducted in an approved, and safe manner through permit processes.

Service Level Statistics

Description	2014	2015	2016
Fire Prevention By-Law/Building Code Inspections [A]	7,719	9,692	10,901
Operations Inspections [B]	2,861	2,526	2,157
Permits Issued	286	279	269
Property File Searches/Plans Examined	927	957	959
Fire Safety House	190	211	205
Other Community Events	101	118	207
Fire Safety Lectures/Presentations	323	235	289
Medical/Injury Prevention Lectures/Presentations [C]	38	50	100
Youth Fire Stop	40	53	46
Career Symposiums	5	2	13
Car Seat Inspections [D]	210	91	247
Evacuation Fire Drills	144	117	119
Fire/Paramedic Station Tours	320	313	351
Public Service Announcements (Media)	24	22	20
Community Fire Prevention Partnership [E]	293	182	958
Arson Prevention in Schools [F]	53	51	79

[A] Stable levels of Fire Prevention staffing resulted in more resources to respond to complaints and conduct additional inspections at industrial occupancies and rooming houses.

[B] 2015 restated to correct reporting error.

[C] The significant increase is due to the dedicated staffing levels in networking and promoting EMS programming.

[D] In 2016, there was increased diligence in activity reporting.

[E] In 2016, a new tracking process was developed and implemented.

[F] Arson Prevention in schools began in 2014 as a joint venture with Winnipeg Police Service.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.374	0.479	0.867		1.114	1.137
Provincial funding (service specific)	0.050	0.050	0.050		0.050	0.050
Revenues	**0.425**	**0.529**	**0.917**	**1**	**1.164**	**1.187**
Salaries and benefits	4.568	5.243	5.422		5.560	5.701
Services	0.386	0.376	0.398		0.395	0.411
Materials, parts, and supplies	0.084	0.128	0.094		0.095	0.095
Assets and purchases	0.066	0.038	0.035		0.035	0.035
Debt and finance charges	0.001	-	-		-	-
Grants, transfers and other	0.338	0.346	0.356		0.356	0.356
Recoveries	(0.007)	-	(0.005)		(0.005)	(0.005)
Operating expenses	**5.436**	**6.131**	**6.300**		**6.436**	**6.594**
Transfer to Capital	-	-	-		-	-
Total Expenses	**5.436**	**6.131**	**6.300**	**2**	**6.436**	**6.594**
Mill Rate Support/(Contribution)	**5.011**	**5.602**	**5.383**		**5.272**	**5.407**
Full-time Equivalent Positions	**40**	**44**	**46**		**46**	**46**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in service revenues due to the implementation of additional inspection obligations	0.388
	0.388

2 Expenses

Increase in salary and benefits	0.179
Miscellaneous adjustments	(0.010)
	0.169

Full-time Equivalent Positions

Increase of 2 FTEs (2 Fire Prevention Officers).

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Fire & Injury Prev Education	Revenue	0.005	0.003	-	-	-
	Operating expenses	0.966	1.110	1.141	1.159	1.187
	Transfer to Capital	-	-	-	-	-
		0.961	1.107	1.141	1.159	1.187
Fire Inspection	Revenue	0.420	0.526	0.917	1.164	1.187
	Operating expenses	4.470	5.020	5.159	5.277	5.407
	Transfer to Capital	-	-	-	-	-
		4.050	4.494	4.242	4.113	4.220
Mill Rate Support/(Contribution)		**5.011**	**5.602**	**5.383**	**5.272**	**5.407**

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	2014	2015	2016
Emergency Medical Incidents [A]	66,161	67,661	71,873
Medical Incidents with ambulance dispatched (Emergency) [A]	55,687	56,252	58,810
Medical Incidents with only fire dispatched (Emergency)	10,474	11,409	13,063
Scheduled Inter-facility Patient Transfers	8,317	8,155	7,298
Emergency Patient Transports	46,448	46,234	48,088
Patients Assessed or Treated at Scene (not transported)	17,548	19,670	22,002
Total Patient Contacts (excluding Community Paramedicine)	70,714	72,294	75,434
Patient Contacts per Thousand Population	99.7	100.6	102.5
Main Street Project Patient Contacts	14,041	14,062	15,089
Community Paramedicine Patient Contacts (EPIC)	1,186	1,381	1,357

[A] 2015 value restated to correct reporting error

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	29.816	30.160	20.880		16.770	15.728
Provincial funding (service specific)	23.777	29.291	36.219		41.858	44.059
Revenues	**53.592**	**59.450**	**57.099**	**1**	**58.629**	**59.787**
Salaries and benefits	52.721	57.672	56.970		58.511	60.072
Services	5.437	6.480	6.488		6.602	6.747
Materials, parts and supplies	2.035	1.815	1.911		2.138	2.141
Assets and purchases	0.297	1.231	0.396		0.396	0.396
Debt and finance charges	3.269	2.301	2.574		2.117	2.131
Grants, transfers and other	1.227	1.117	1.240		1.251	1.245
Recoveries	(0.075)	(0.990)	(1.141)		(1.143)	(1.146)
Operating expenses	**64.911**	**69.625**	**68.438**		**69.871**	**71.587**
Transfer to Capital	2.203	2.601	-		3.224	2.960
Total Expenses	**67.114**	**72.226**	**68.438**	**2**	**73.095**	**74.547**
Mill Rate Support/(Contribution)	**13.521**	**12.775**	**11.339**		**14.466**	**14.760**
Full-time Equivalent Positions	**475**	**501**	**477**		**477**	**477**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Ambulance revenue reduction offset by Provincial / WRHA funding	10.365
Increase in provincial ambulance operating grant	0.330
Decrease in ambulance service revenue arising from the provincially mandated maximum rates	(6.982)
Decrease in Winnipeg Regional Health Authority funding, including the removal of the Community Paramedicine Expansion program as no provincial funding is committed	(3.466)
Removal of ambulance transfer of care charges	(2.000)
Decrease in inter-facility transfer revenue	(0.448)
Refinement of the service based view	(0.300)
Miscellaneous adjustments	0.150
	(2.351)

2 Expenses

Increase in provincial ambulance operating cost	0.330
Transfer to Capital	(2.601)
Decrease in equipment purchases mainly due to the removal of the Community Paramedicine Expansion program	(0.728)
Decrease in salary and benefits, mainly due to the removal of the Community Paramedicine Expansion program	(0.702)
Decrease in telephone costs	(0.168)
Miscellaneous adjustments	0.081
	(3.788)

Medical Response

Full-time Equivalent Positions

Reduction of 24 FTEs in Community Paramedicine (7 relating to the Main Street Project expansion and 17 relating to the Emergency Paramedic In the Community expansion).

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Medical Response	Revenue	45.013	50.536	47.980	49.281	50.252
	Operating expenses	57.282	61.054	59.463	60.654	62.161
	Transfer to Capital	1.902	2.258	-	2.876	2.585
		14.171	12.775	11.595	14.361	14.606
Medical Transfers	Revenue	8.579	8.914	9.120	9.347	9.535
	Operating expenses	7.629	8.571	8.836	9.077	9.287
	Transfer to Capital	0.301	0.343	-	0.347	0.375
		(0.649)	0.000	(0.256)	0.105	0.154
Mill Rate Support/(Contribution)		**13.521**	**12.775**	**11.339**	**14.466**	**14.760**

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	0.949	14.834	15.783

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.
- Building resilient communities through sustainability, business continuity and enhanced recovery programs.

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 management education and training to staff, partnering agencies, and the general community.

Service Level Statistics

Description	2014	2015	2016
Presentations/Consultations	42	40	9
Disaster Management Training Sessions	6	7	16
Individuals Trained	161	160	200
Exercises (internal and with stakeholders) [A]	8	6	12
Emergency Operations Centre/Multiple Department Activation	2	3	5
Emergency Operations Centre - Days Activated	32	11	5
Number of People Evacuated / Evacuation Alert [B]	250	58	275
Number of People Directly Assisted	50	58	30

[A] In 2016, a new process encompassing monthly exercises with Emergency Preparedness Coordination Committee (EPCC) staff was implemented.

[B] A major gas evacuation in 2016 involved a large number of evacuees.

Disaster Preparedness and Response

Contributing Departments

Fire Paramedic Service 96 %
Community Services 4 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.177	0.442	0.682		0.891	0.916
Services	0.048	0.049	0.356		0.047	0.047
Materials, parts, and supplies	0.004	0.006	0.003		0.003	0.003
Assets and purchases	0.004	0.003	0.017		0.017	0.017
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.091	0.089	0.094		0.094	0.094
Recoveries	(0.001)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**0.323**	**0.587**	**1.150**		**1.050**	**1.076**
Transfer to Capital	-	-	-		-	-
Total Expenses	**0.323**	**0.587**	**1.150**	**2**	**1.050**	**1.076**
Mill Rate Support/(Contribution)	**0.323**	**0.587**	**1.150**		**1.050**	**1.076**
Full-time Equivalent Positions	**1**	**5**	**6**		**8**	**8**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in maintenance costs	0.325
Increase in salary and benefits	0.240
Miscellaneous adjustments	(0.002)
	0.563

Full-time Equivalent Positions

Increase of 2 FTEs (1 Emergency Management Coordinator and 1 Communication Officer) approved in 2016, offset by a decrease of 1 FTE due 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	2014	2015	2016
% of Prime Time Ice Sold in the Regular Season	87%	84% [A]	81%
Number of Recreation and Leisure Paid Courses	3,212	3,255	3,303
Number of Paid Aquatics Courses	7,677	8,386 [B]	8,320
Number of Hours of Recreation and Leisure Paid Courses [C]	n/a	n/a	26,342
Participation Visits to Recreation, Leisure & Free Swim Programming [D]	n/a	n/a	196,287 Visits 18,632 Hours
Number of Hours of Wading Pool Free Programming	26,174	26,846	22,422
Number of Hours of Spray Pad Free Programming	13,893	16,720	18,446 [E]
Facility Pass Subsidies Issued [F]	n/a Subsidies $52,365 Value	n/a Subsidies $49,433 Value	2,416 Subsidies $709,554 Value
Registered Course Subsidies Issued	n/a Subsidies $55,726 Value	n/a Subsidies $50,815 Value	1,041 Subsidies $80,681 Value
Total Value of Discount Admissions and Free Swims [G]	$617,643	$727,522	$772,333
Number of Public Swim Visits to Outdoor Pools	99,100	101,706	128,087

[A] Correction to exclude operational closures for December 2015 holidays.

[B] Reopening of Elmwood Kildonan Pool in 2015 and addition of fall interim lessons.

[C] Excludes Aquatics and Leadership Development.

[D] Total Free Public Skate & Free Youth, Children and Adult Drop-In Visits as well as Free Swim.

[E] Reflects opening of Machray Park and Park City West Spray Pads and re-opening of Kinsmen Transcona Spray Pad.

[F] Promotion of Recreation & Aquatics Fee Subsidy Program introduced in March 2016.

[G] Free admission to non-heated outdoor pools was introduced in 2014; attendance expected to fluctuate before normalizing.

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	12.952	12.863	12.942		12.942	12.808
Provincial funding (service specific)	0.500	0.500	0.500		0.500	0.500
Revenues	**13.452**	**13.363**	**13.442**	**1**	**13.442**	**13.308**
Salaries and benefits	19.044	20.479	20.759		21.308	21.457
Services	2.960	3.078	3.114		3.104	3.042
Materials, parts, and supplies	0.438	0.505	0.493		0.494	0.482
Assets and purchases	0.101	0.056	0.052		0.049	0.040
Debt and finance charges	0.373	0.270	0.465		0.622	0.660
Grants, transfers and other	28.089	28.033	28.976		31.186	34.613
Recoveries	(0.469)	(0.579)	(0.661)		(0.581)	(0.249)
Operating expenses	**50.537**	**51.842**	**53.199**		**56.181**	**60.045**
Transfer to Capital	1.594	6.720	0.609		8.643	2.353
Total Expenses	**52.131**	**58.562**	**53.808**	**2**	**64.824**	**62.399**
Mill Rate Support/(Contribution)	**38.679**	**45.199**	**40.366**		**51.382**	**49.091**
Full-time Equivalent Positions	**382**	**367**	**365**		**368**	**366**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.079
	0.079

2 Expenses

Increase in building services charges	0.850
Increase in salaries and benefits	0.280
Increase in debt and finance charges	0.195
Increase in Universal Funding Formula grants to community centres	0.087
Increase in grants to University of Winnipeg for the "youthunited@winnipeg" program	0.040
Transfer to Capital	(6.111)
Miscellaneous adjustments	(0.095)
	(4.754)

Full-time Equivalent Positions

Decrease of 3.0 FTEs for changes in vacancy management and increase of 1.0 FTE for refinement of service-based view.

Recreation

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Arenas	Revenue	2.619	2.750	2.630	2.630	2.596
	Operating expenses	4.141	4.551	4.571	4.709	4.846
	Transfer to Capital	0.008	0.109	-	0.537	0.233
		1.530	1.910	1.941	2.615	2.483
Aquatics Programs	Revenue	3.990	3.452	3.996	3.996	3.996
	Operating expenses	10.342	10.468	11.200	11.533	11.746
	Transfer to Capital	0.139	0.938	-	0.953	0.606
		6.492	7.953	7.204	8.490	8.356
Ice Skating	Revenue	0.436	0.382	0.381	0.381	0.381
	Operating expenses	0.936	0.813	0.928	0.952	0.961
	Transfer to Capital	-	0.001	-	0.003	-
		0.500	0.432	0.548	0.575	0.581
Recreation Programs	Revenue	1.564	1.657	1.683	1.683	1.683
	Operating expenses	7.290	8.260	8.286	8.292	8.345
	Transfer to Capital	0.678	1.159	0.304	2.660	0.188
		6.405	7.762	6.911	9.272	6.853
Casual Facility Use	Revenue	4.610	4.886	4.530	4.530	4.430
	Operating expenses	17.927	18.581	18.688	20.964	24.242
	Transfer to Capital	0.715	4.151	0.304	3.715	0.960
		14.032	17.845	14.467	20.153	20.776
Community Centres	Revenue	0.233	0.235	0.222	0.222	0.222
	Operating expenses	9.087	9.169	9.461	9.668	9.841
	Transfer to Capital	0.052	0.362	-	0.775	0.366
		8.906	9.296	9.295	10.277	10.041
Golf Courses	Revenue	0.001	-	-	-	-
	Operating expenses	0.812	-	-	-	-
	Transfer to Capital	0.002	-	-	-	-
		0.814	-	-	-	-
Mill Rate Support/(Contribution)		**38.679**	**45.199**	**40.366**	**51.382**	**49.091**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	5.572	40.248	45.820

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	2014	2015	2016
Total hectares of parks and open spaces	3,528	3,555	3,587*
Hectares of park, boulevard and athletic field turf mowing	2,234	2,279	2,338*
Park pathways/walkways maintained (linear km.)	231	254	266*
Number of environmental program participants	4,181	5,064	4,522
Number of ecologically significant natural areas	459	462	467
Number of athletic fields in Parks and Open Spaces	604	646	661*
Number of boulevard and park trees	299,001	305,257	304,278**
Number of trees planted	2,245	2,009	2,757**
Number of DED trees and non-DED trees removed	5,257/2,661	4,849/2,165	6,123/3,296**
Number of trees pruned	24,495	17,715	13,723**
Number of playground equipment sites inspected and maintained	505	505***	505*
Number of 311 Service Requests****	14,751	14,276	14,964

* Source: Parks 2016 Asset Management. Inventory excludes Assiniboine Park.

** Source: Urban Forestry 2016 Tree Inventory.

*** Restated to exclude toboggan slide sites.

**** Source: 311 Annual Reports. Does not include Insect Control.

Parks and Urban Forestry

Contributing Departments

Public Works 97 %
Planning, Prop. & Devl. 3 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.833	0.731	0.678		0.688	0.698
Provincial funding (service specific)	1.000	1.005	1.005		1.005	1.005
Revenue	**1.833**	**1.736**	**1.683**	**1**	**1.693**	**1.703**
Salaries and benefits	21.964	20.700	20.500		21.264	21.677
Services	11.321	10.923	11.135		11.354	11.582
Materials, parts, and supplies	2.645	2.808	2.816		2.832	2.847
Assets and purchases	0.034	0.042	0.034		0.034	0.034
Debt and finance charges	0.047	0.035	0.061		0.061	0.045
Grants, transfers and other	3.607	3.455	3.703		3.709	3.715
Recoveries	(3.422)	(2.299)	(2.334)		(2.345)	(2.358)
Operating expenses	**36.196**	**35.664**	**35.917**		**36.908**	**37.543**
Transfer to Capital	4.753	4.038	-		6.462	7.963
Total Expenses	**40.949**	**39.702**	**35.917**	**2**	**43.370**	**45.506**
Mill Rate Support/(Contribution)	**39.116**	**37.966**	**34.234**		**41.677**	**43.803**
Full-time Equivalent Positions	**349**	**314**	**308**		**314**	**314**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.053)
	(0.053)

2 Expenses

Increase in fleet equipment and fleet-related accounts	0.256
Increase in grants and transfers	0.248
Transfer to Capital	(4.038)
Decrease in salaries and benefits	(0.200)
Increase in recoveries from capital programs	(0.035)
Miscellaneous adjustment	(0.016)
	(3.785)

Full-time Equivalent Positions

Decrease of 6 FTEs for change in vacancy management.

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Park Grass Maintenance	Revenue	0.026	0.035	0.021	0.021	0.021
	Operating expenses	8.304	7.931	7.934	8.157	8.301
	Transfer to Capital	-	-	-	-	-
		8.277	7.896	7.913	8.136	8.280
Park Amenity Maintenance	Revenue	0.235	0.043	0.042	0.042	0.043
	Operating expenses	4.808	3.863	3.879	3.986	4.054
	Transfer to Capital	1.418	1.672	-	1.298	1.815
		5.990	5.491	3.837	5.242	5.826
Athletic Field Maintenance	Revenue	0.274	0.425	0.421	0.429	0.437
	Operating expenses	2.396	2.774	3.057	3.133	3.183
	Transfer to Capital	0.100	-	-	0.350	0.191
		2.223	2.350	2.636	3.054	2.937
Park Pathway Maintenance	Revenue	0.002	0.002	0.001	0.001	0.001
	Operating expenses	0.237	0.285	0.285	0.293	0.299
	Transfer to Capital	0.076	-	-	-	-
		0.311	0.283	0.284	0.292	0.297
Park Planning/Development	Revenue	0.110	0.022	0.020	0.020	0.020
	Operating expenses	2.739	2.624	2.603	2.710	2.761
	Transfer to Capital	1.052	0.765	-	0.685	0.671
		3.681	3.367	2.583	3.376	3.412
Tree Planting	Revenue	0.003	0.004	0.002	0.002	0.002
	Operating expenses	1.189	1.791	1.668	1.706	1.733
	Transfer to Capital	0.383	0.292	-	0.382	0.382
		1.569	2.079	1.666	2.086	2.113
Tree Pruning & Removal	Revenue	0.019	0.025	0.015	0.015	0.015
	Operating expenses	4.609	4.759	4.442	4.544	4.617
	Transfer to Capital	0.325	0.247	-	0.801	1.381
		4.916	4.982	4.427	5.330	5.983
Dutch Elm Disease Control	Revenue	1.014	1.019	1.011	1.011	1.011
	Operating expenses	5.356	5.019	5.402	5.550	5.648
	Transfer to Capital	0.325	0.247	-	0.801	1.378
		4.667	4.248	4.391	5.339	6.016
Weed Control	Revenue	0.106	0.093	0.092	0.094	0.096
	Operating expenses	0.874	0.936	0.931	0.960	0.980
	Transfer to Capital	-	-	-	-	-
		0.768	0.843	0.839	0.866	0.884
Natural Areas Management	Revenue	0.022	0.043	0.042	0.042	0.042
	Operating expenses	0.851	0.919	0.925	0.961	0.978
	Transfer to Capital	-	-	-	-	-
		0.829	0.875	0.884	0.919	0.937
Playground Management	Revenue	0.006	0.006	0.004	0.004	0.004
	Operating expenses	0.675	0.768	0.784	0.803	0.816
	Transfer to Capital	1.072	0.815	-	2.146	2.145
		1.741	1.577	0.780	2.945	2.958

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Winter Amenity Maintenance	Revenue	0.007	0.008	0.005	0.005	0.005
	Operating expenses	1.133	1.267	1.273	1.307	1.330
	Transfer to Capital	-	-	-	-	-
		1.126	1.259	1.268	1.303	1.325
Boulevard Maintenance	Revenue	0.010	0.013	0.008	0.008	0.008
	Operating expenses	3.026	2.728	2.734	2.797	2.842
	Transfer to Capital	-	-	-	-	-
		3.016	2.715	2.726	2.789	2.834
Mill Rate Support/(Contribution)		**39.116**	**37.966**	**34.234**	**41.677**	**43.803**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Land Dedication Reserve	7.468	9.590	10.085	10.580	11.076

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	11.160	48.289	59.449

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	2014	2015	2016
Kildonan (39.49 hectares)			
Days Open	175	198	189
Total Rounds	27,631	27,740	26,184
Windsor (46.13 hectares)			
Days Open	161	191	181
Total Rounds	20,058	23,570	21,305
Crescent Drive (15.39 hectares)			
Days Open	148	177	174
Total Rounds	13,562	16,353	15,029
Harbour View (12.8 hectares)			
Days Open	180	199	189
Total Rounds	10,083	11,000	11,251

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 $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	2.580	3.222	2.420		2.484	2.537
Grant from the City	0.750	0.462	0.730		1.750	0.750
Provincial funding (service specific)	0.025	0.024	0.025		0.025	0.025
Revenues	**3.354**	**3.707**	**3.175**	**1**	**4.259**	**3.312**
Salaries and benefits	1.431	1.557	1.530		1.583	1.615
Services	0.688	0.725	0.718		0.741	0.798
Materials, parts and supplies	0.210	0.220	0.219		0.223	0.228
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.527	0.439	0.287		0.286	0.283
Grants, transfers and other	0.181	0.033	0.041		0.042	0.043
Recoveries	-	-	-		-	-
Operating expenses	**3.038**	**2.973**	**2.795**		**2.875**	**2.965**
Transfer to Capital	-	-	-		1.000	-
Total Expenses	**3.038**	**2.973**	**2.795**	**2**	**3.875**	**2.965**
Surplus/(Deficit)	**0.317**	**0.734**	**0.380**		**0.384**	**0.346**
Full-time Equivalent Positions	**24**	**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 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in transfer from General Revenue Fund	0.268
Decrease in transfer from Golf Course Reserve	(0.450)
Decrease in green fees and rentals	(0.300)
Miscellaneous adjustments	(0.050)
	(0.532)

2 Expenses

Decrease in debt and finance charges	(0.152)
Decrease in salary and benefits expense	(0.027)
Miscellaneous adjustments	0.001
	(0.178)

Golf Services (SOA)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Golf Course Reserve	0.343	-	-	-	-

Capital Budget	2018 Preliminary	2019 - 2023 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	2014	2015	2016
No. of Service Requests	14,717	14,384	13,963
No. of Service Requests per By-Law Officer	654	633	616
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits	30,060	29,752	30,769
No. of Vacant Buildings as at January 1	390	358	467
No. of Vacant Buildings Added to the List During the Year	144	289	301
No. of Vacant Buildings Removed from the List During the Year	176	180	232
No. of Vacant Buildings as at December 31	358	467	536
No. of Compliance Orders Issued	6,046	6,158	6,081
No. of Common Offence Notices Served (Tickets)	455	329	284
No. of Property Clean-Ups Conducted by the Public Service	286	349	386
No. of Business Types Regulated*	27	27	15
No. of Business Licenses Issued**	4,887	1,186	893
No. of Taxi Cab Licenses Issued	775	798	781
No of Crisis Response/Resource Connection/Information Referrals Responded to	497	403	401
No. of Emergencies Responded/No. of Individuals Impacted	4 / 250	8 / 58	10 / 401

* 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 licences issued decreased between 2015 and 2016 as a result of the conclusion of Public Health-related licensing activities on March 31st, 2015.

Community Liveability

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	1.106	0.882	1.000		1.002	1.002
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.106**	**0.882**	**1.000**	**1**	**1.002**	**1.002**
Salaries and benefits	3.198	3.289	3.265		3.411	3.485
Services	0.608	0.570	0.600		0.606	0.611
Materials, parts, and supplies	0.046	0.066	0.078		0.075	0.074
Assets and purchases	0.019	0.018	0.020		0.017	0.017
Debt and finance charges	0.019	0.018	0.017		0.017	0.014
Grants, transfers and other	1.143	1.148	1.154		1.156	1.006
Recoveries	(0.299)	(0.168)	(0.196)		(0.183)	(0.179)
Operating expenses	**4.733**	**4.943**	**4.939**		**5.099**	**5.028**
Transfer to Capital	-	-	-		-	-
Total Expenses	**4.733**	**4.943**	**4.939**	**2**	**5.099**	**5.028**
Mill Rate Support/(Contribution)	**3.628**	**4.062**	**3.939**		**4.097**	**4.026**
Full-time Equivalent Positions	**45**	**43**	**42**		**43**	**43**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Increase in regulation fee revenue	0.118
	0.118

2 Expenses

Decrease in salaries and benefits	(0.024)
Non-recurring grant to Take Pride Snow Angels Program in 2017	(0.007)
Miscellaneous adjustments	0.027
	(0.004)

Full-time Equivalent Positions

Decrease of 1.0 FTE for change in vacancy management.

Community Liveability

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Community By-law Enforcement	Revenue	1.002	0.800	0.918	0.920	0.920
	Operating expenses	3.648	3.781	3.782	3.931	4.002
	Transfer to Capital	-	-	-	-	-
		2.646	2.981	2.863	3.011	3.082
Bicycle Recovery	Revenue	0.104	0.082	0.082	0.082	0.082
	Operating expenses	0.136	0.191	0.194	0.195	0.196
	Transfer to Capital	-	-	-	-	-
		0.032	0.109	0.112	0.113	0.114
Citizen Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.183	0.188	0.189	0.194	0.199
	Transfer to Capital	-	-	-	-	-
		0.183	0.188	0.189	0.194	0.199
Social Grants	Revenue	-	-	-	-	-
	Operating expenses	0.767	0.784	0.775	0.779	0.632
	Transfer to Capital	-	-	-	-	-
		0.767	0.784	0.775	0.779	0.632
Mill Rate Support/(Contribution)		**3.628**	**4.062**	**3.939**	**4.097**	**4.026**

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	2014	2015	2016
Number of Items Circulated	5,211,846	5,242,048	5,121,266
Number of Information Questions Answered	186,035	182,270	176,058
Number of Library Material Holdings*	1,284,883	1,433,135	1,221,832
Number of Library Programs	3,803	4,320	4,266
Number of Attendees at Programs	91,145	98,035	106,221
Number of Computer Bookings	529,923	464,571	438,244
Number of Visits to Library Website**	10,499,707	13,020,253	14,422,306
Number of Annual In-person Visits	2,861,674	2,958,826	2,990,003

* The number of library holdings has decreased due to a collection management program that focuses on removing outdated, worn and duplicate material across the library system.

** The increase in electronic visits to the library website is a representative of a trend seen over the past few years (and reflected nationally). The number has increased significantly each year. This is also due to the Library's increased use of social media and the resulting activity among citizens connecting through Facebook, Twitter, and other social media.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.883	0.918	0.918		0.918	0.918
Provincial funding (service specific)	2.010	2.054	2.054		2.054	2.054
Revenues	**2.893**	**2.972**	**2.972**	**1**	**2.972**	**2.972**
Salaries and benefits	16.565	17.163	16.820		17.695	18.295
Services	1.151	1.228	1.165		1.171	1.187
Materials, parts, and supplies	0.287	0.312	0.295		0.296	0.297
Assets and purchases	3.224	3.155	3.155		3.155	3.157
Debt and finance charges	0.669	1.373	1.303		1.472	1.611
Grants, transfers and other	7.923	8.268	8.909		9.150	9.154
Recoveries	(0.182)	(0.164)	(0.057)		(0.152)	(0.419)
Operating expenses	**29.638**	**31.336**	**31.590**		**32.787**	**33.284**
Transfer to Capital	0.860	0.732	-		0.901	1.245
Total Expenses	**30.498**	**32.068**	**31.590**	**2**	**33.688**	**34.529**
Mill Rate Support/(Contribution)	**27.605**	**29.096**	**28.618**		**30.717**	**31.557**
Full-time Equivalent Positions	**280**	**285**	**276**		**283**	**285**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in facility costs	0.641
Transfer to Capital	(0.732)
Decrease in salaries and benefits	(0.343)
Decrease in debt and finance charges	(0.070)
Miscellaneous adjustments	0.026
	(0.478)

Full-time Equivalent Positions

Decrease of 7.0 FTEs for changes in vacancy management and 2.0 FTEs for refinement of service based view

Libraries

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Library Circulation	Revenue	1.953	1.783	1.783	1.783	1.783
	Operating expenses	17.077	18.223	18.464	19.154	19.444
	Transfer to Capital	0.292	0.249	-	0.306	0.423
		15.416	16.688	16.690	17.686	18.093
Library Information	Revenue	0.587	0.743	0.743	0.743	0.743
	Operating expenses	8.179	8.650	8.681	9.009	9.150
	Transfer to Capital	0.284	0.242	-	0.297	0.411
		7.876	8.149	7.942	8.568	8.821
Children's Library	Revenue	0.352	0.446	0.446	0.446	0.446
	Operating expenses	4.382	4.463	4.430	4.609	4.676
	Transfer to Capital	0.284	0.242	-	0.297	0.411
		4.313	4.259	3.986	4.463	4.643
Mill Rate Support/(Contribution)		**27.605**	**29.096**	**28.618**	**30.717**	**31.557**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	0.100	36.411	36.511

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	2014	2015	2016
Film, Culture, and Special Events			
Visitors Attending Festivals (Source: Winnipeg Arts Council)	1,235,621	1,196,895	1,224,587
Visitors Attending Cultural Events (Source: Winnipeg Arts Council)	2,747,613	2,996,374	2,903,788
Manitoba Value in Film Industry (Source: Manitoba Film & Sound)	$106 million	$101 million	$127 million
Special Events Held in Winnipeg	362	389	357
Number of Full Length Feature Films Filmed in Winnipeg	13	10	50

Arts, Entertainment and Culture

Contributing Departments

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

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.465	0.461	0.471		0.482	0.495
Services	0.060	0.037	0.036		0.037	0.037
Materials, parts and supplies	0.010	0.006	0.006		0.006	0.006
Assets and purchases	-	-	-		-	-
Debt and finance charges	1.589	1.668	2.264		3.026	3.237
Grants, transfers and other	17.830	18.111	18.611		18.414	19.188
Recoveries	(0.010)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**19.944**	**20.282**	**21.387**		**21.963**	**22.961**
Transfer to Capital	6.092	0.978	-		-	0.400
Total Expenses	**26.036**	**21.260**	**21.387**	**2**	**21.963**	**23.361**
Mill Rate Support/(Contribution)	**26.036**	**21.260**	**21.387**		**21.963**	**23.361**
Full-time Equivalent Positions	**7**	**6**	**6**		**6**	**6**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in debt and finance charges	0.596
One-time grant to Louis Riel School Division - College Jeanne Sauve	0.500
Increase in operating grant for Assiniboine Park Conservancy (2017 - $10,840,000; 2018 - $10,876,000)	0.036
Transfer to Capital	(0.978)
Non-recurring grants in 2017	(0.036)
Miscellaneous adjustments	0.009
	0.127

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	6.381	6.313	6.778	6.278	6.278
	Transfer to Capital	-	-	-	-	-
		6.381	6.313	6.778	6.278	6.278
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.409	0.406	0.415	0.422	0.432
	Transfer to Capital	-	-	-	-	-
		0.409	0.406	0.415	0.422	0.432
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	12.123	12.532	13.164	14.233	15.220
	Transfer to Capital	6.092	0.978	-	-	0.400
		18.215	13.510	13.164	14.233	15.620
Mill Rate Support/(Contribution)		**26.036**	**21.260**	**21.387**	**21.963**	**23.361**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	15.623	20.351	35.974

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. Use surveillance-based Integrated Pest Management strategies to effectively control targeted species with biological and reduced risk products.
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. Evaluate new control materials, formulations, and equipment to maximize services and minimize impact on the environment.
5. Enhance public education and communication systems related to Insect Control.

Service Level Statistics

Description	2014	2015	2016
No. of hectares larvicided with biorational insecticides*	18,344	29,118	29,263
No. of hectares larvicided with chemical insecticides**	4,714	0	0
No. of hectares larvicided by aircraft	15,350	19,894	20,692
No. of hectares larvicided by ground-based operations	7,728	9,224	8,571
No. of hours committed to larval mosquito surveillance	24,941	32,500	30,297
No. of hectares fogged for adult nuisance mosquito control	90,475	51,543	46,160
No. of trap nights for adult mosquito surveillance	5,016	5,624	5,328
No. of boulevard and parkland trees treated for defoliator insects	1,270	15,138	32,398
No. of parkland trees treated for the control of Elm Bark beetle	86,134	54,821	89,168
No. of stumps treated for the control of Elm Bark beetle	4,326	3,768	15,681
No. of 311 inquiries	5,181	5,535	6,221
No. of website visits	351,998	350,941	338,853

* 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 beginning in 2015.

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	2.330	0.407	1.007		0.007	0.007
Provincial funding (service specific)	2.300	2.300	2.300		2.300	2.300
Revenues	**4.630**	**2.707**	**3.307**	**1**	**2.307**	**2.307**
Salaries and benefits	4.693	4.301	4.297		4.422	4.504
Services	2.659	3.257	3.250		3.260	3.271
Materials, parts, and supplies	3.393	2.615	2.637		2.639	2.642
Assets and purchases	0.024	0.136	0.131		0.131	0.131
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	2.005	0.112	0.119		0.119	0.119
Recoveries	(1.142)	(0.149)	(0.144)		(0.144)	(0.144)
Operating expenses	**11.633**	**10.272**	**10.290**		**10.427**	**10.523**
Transfer to Capital	-	-	-		-	-
Total Expenses	**11.633**	**10.272**	**10.290**	**2**	**10.427**	**10.523**
Mill Rate Support/(Contribution)	**7.003**	**7.565**	**6.983**		**8.121**	**8.216**
Full-time Equivalent Positions	**72**	**68**	**67**		**68**	**68**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Transfer from Insect Control Reserve	0.600
	0.600

2 Expenses

Increase in fleet equipment and fleet-related accounts	0.022
Miscellaneous adjustments	(0.004)
	0.018

Full-time Equivalent Positions

Decrease of 1 FTE for change in vacancy management.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Insect Control Reserve	2.228	3.000	2.001	2.002	2.003

Animal Services (SOA)

Description

To provide animal control measures under the Responsible Pet Ownership By-Law. The Agency's services include:

- Licensing: Pet licensing and permits.
- Kenneling: Kenneling and care for stray pets. Quarantine kenneling for biting dogs.
- Adoption: A progressive adoption program for unclaimed dogs, which reduces euthanasia.
- Educational Outreach: Attendance at community events regarding responsible pet ownership and pet safety. Additional ongoing presentations to school groups, service organizations, and newcomer groups.
- By-Law Enforcement: Enforcement of the Responsible Pet Ownership By-Law, neighbourhood dispute resolution, investigation and response, pick up of 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	2014	2015	2016
Number of requests for service	10,233	10,606	11,974
Number of dogs impounded	1,108	995	973
Number of dogs adopted	371	292	256
Number of dogs returned to owners by the Animal Services Agency	671	585	621
Number of licensed pets reunited with their owner by 311*	646	592	584
Number of dogs sent to rescues	61	88	65
Number of dogs euthanized	52	41	28
Number of biting dog complaints	269	260	246
Number of biting dogs quarantined	71	63	77
Number of dogs running at large complaints	2,505	1,965	2,420
Number of cats running at large complaints	374	484	538
Number of current dog licenses	42,231	48,671	54,582
Number of current cat licenses	n/a	22,898	28,901
Number of by-law charges laid	795	1,206	1,095
Live release rates**	95%	96%	97%

* Includes dogs and cats wearing licenses reunited by 311 without those pets setting foot in an animal shelter. Prior to 2016, figures were for dogs only.

** Indicates percentage of dogs that leave Animal Services alive either back to their owner, to a rescue or adopted to a new family.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service Revenue	2.415	2.450	2.463		2.510	2.550
Grant from the City	1.379	1.320	1.295		1.320	1.320
Provincial funding (service specific)	0.028	0.029	0.028		0.028	0.028
Revenues	**3.822**	**3.799**	**3.786**	**1**	**3.857**	**3.897**
Salaries and benefits	1.590	1.824	1.829		1.897	1.949
Services	0.671	0.681	0.658		0.659	0.648
Materials, parts and supplies	0.126	0.138	0.154		0.155	0.156
Assets and purchases	0.004	0.048	0.009		0.009	0.009
Debt and finance charges	0.072	0.057	0.073		0.073	0.073
Grants, transfers and other	1.495	1.082	1.082		1.082	1.082
Recoveries	-	-	-		-	-
Expenses	**3.957**	**3.830**	**3.805**	**2**	**3.874**	**3.916**
Surplus/(Deficit)	**(0.134)**	**(0.031)**	**(0.019)**		**(0.017)**	**(0.018)**
Full-time Equivalent Positons	**28**	**28**	**27**		**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 2018 Change from 2017

(in millions of $)

1 Revenues

Net increase in revenue	0.007
Decrease in transfer from the General Revenue Fund	(0.024)
Decrease in Provincial grant	(0.001)
Net miscellaneous increase	0.005
	(0.013)

2 Expenses

Increase in salaries and benefits	0.005
Decrease in veternarian services	(0.022)
Miscellaneous adjustments	(0.008)
	(0.025)

Full-time Equivalent Positions

Decrease of 1 FTEs for change in vacancy management.

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Organizational Support Services

Includes:

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

Description

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

Key Goals

1. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. To provide the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. To provide strategic direction and leadership in the planning and governance of City-wide business innovation, including enhancement of decision making, as well as process and asset use optimization.
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 efficient printing, graphic design, translation and mail services to the organization.

Service Level Statistics

Description	2014	2015	2016
Tax Supported Operating Budget	$969 million	$994 million	$1.055 billion
Utility Operating Budget (expenditures)	$511 million	$534 million	$573 million*
Special Operating Agencies Operating Budget (expenditures)	$69 million	$75 million	$74 million
Capital Budget	$379 million	$561 million	$1.178 billion
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	51.8%	54.2%	53.2%
Average Annual Headcount	10,206	10,253	10,426
Average Age of City Employees / Average Years of Service	42 / 12.2	41.8** / 12.0	41.7 / 11.6
Number of Workers Compensation Claims	1,089	1,087	1,203
Number of News Releases	489	387	414
Translation - Words Translated	219,049***	193,216	262,996
Media Calls	n/a	2,006	2,084
Pieces of Mail Processed****	3.8 million	3.5 million	3.1 million
Website Visits	22.4 million**	23.6 million**	22.7 million
E-mail Accounts	7,352	7,667	7,714
By-laws Passed	140	114	81
By-law Court Guilty Pleas and Convictions	1,625	1,286	1,210

* 2016 utility operating budget (expenditures) includes the water and sewer utility dividend of approximately $32 million.
** Restated to reflect revised reporting methodology.
*** Significant increase due to the civic election.
**** Annual mail volume reflects the City's need to communicate with the general public and can vary significantly from year to year.

Organizational Support Services

Contributing Departments

Corporate Support Services	62 %
Corporate Finance	21 %
Other	17 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.929	0.899	0.936		0.936	0.936
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.929**	**0.899**	**0.936**	**1**	**0.936**	**0.936**
Salaries and benefits	32.750	36.182	36.271		39.152	40.983
Services	4.048	4.418	4.627		4.707	4.768
Materials, parts and supplies	3.497	3.795	3.900		4.488	4.617
Assets and purchases	0.609	0.495	0.531		0.515	0.508
Debt and finance charges	0.211	0.204	1.584		1.867	1.687
Grants, transfers and other	4.257	3.265	3.217		3.778	3.876
Recoveries	(6.457)	(7.926)	(6.857)		(6.925)	(7.000)
Operating expenses	**38.915**	**40.432**	**43.273**		**47.583**	**49.440**
Transfer to Capital	3.874	3.245	-		1.651	2.343
Total Expenses	**42.789**	**43.677**	**43.273**	**2**	**49.234**	**51.783**
Mill Rate Support/(Contribution)	**41.859**	**42.778**	**42.336**		**48.297**	**50.846**
Full-time Equivalent Positions	**350**	**377**	**369**		**385**	**390**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.037
	0.037

2 Expenses

Increase in debt and finance charges	1.380
Decrease in recoveries for salary and benefits from other funds	1.361
Increase in facility costs	0.182
Increase in salary and benefits	0.089
Transfer to Capital	(3.245)
Decrease in transfer to Computer Replacement Reserve	(0.241)
Miscellaneous adjustments	0.070
	(0.404)

Organizational Support Services

Full-time Equivalent Positions

Decrease of 8 FTEs primarily due to the deletion of 13.5 temporary positions recovered from other funds offset by the addition of 8.50 FTEs for Innovation and Information Technology Services; transfer of 1 FTE from Human Resource Management to Indigenous Relations under the Neighborhood Revitalization Service; addition of 1 FTE in Labour Relations; addition of 1 FTE in Corporate Finance recovered from other funds; transfer of 1 FTE Mail Services from Public Works and decrease of 5 FTEs for change in vacancy management

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Chief Administrative Offices	Revenue	-	-	-	-	-
	Operating expenses	1.317	1.906	2.167	2.249	2.303
	Transfer to Capital	-	-	-	-	-
		1.317	1.906	2.167	2.249	2.303
Communications	Revenue	-	-	-	-	-
	Operating expenses	1.213	1.581	1.695	1.775	1.853
	Transfer to Capital	-	-	-	-	-
		1.213	1.581	1.695	1.775	1.853
Financial Management	Revenue	0.171	0.100	0.138	0.138	0.138
	Operating expenses	8.392	9.073	9.035	9.448	9.671
	Transfer to Capital	-	-	-	-	-
		8.221	8.973	8.898	9.310	9.534
Human Resource Management	Revenue	0.002	-	-	-	-
	Operating expenses	6.179	6.014	6.266	6.529	6.691
	Transfer to Capital	-	-	-	-	-
		6.178	6.014	6.266	6.529	6.691
Info Technology Management	Revenue	0.157	0.146	0.146	0.146	0.146
	Operating expenses	17.787	17.374	19.506	22.712	23.924
	Transfer to Capital	3.874	3.245	-	1.651	2.343
		21.504	20.473	19.360	24.217	26.121
Legal Services	Revenue	0.599	0.653	0.653	0.653	0.653
	Operating expenses	3.089	3.078	3.292	3.502	3.597
	Transfer to Capital	-	-	-	-	-
		2.490	2.426	2.639	2.849	2.944
Production Services	Revenue	0.001	-	-	-	-
	Operating expenses	0.938	1.405	1.311	1.368	1.400
	Transfer to Capital	-	-	-	-	-
		0.937	1.405	1.311	1.368	1.400
Mill Rate Support/(Contribution)		**41.859**	**42.778**	**42.336**	**48.297**	**50.846**

Organizational Support Services

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	9.567	18.795	28.362

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	2014	2015	2016
Budgeted Revenue:			
Property tax	$510.6 million	$529.2 million	$550.5 million
Business tax	$59.7 million	$58.4 million	$57.3 million
Other taxation	$25.4 million	$24.3 million	$23.8 million
Property Tax:			
Residential properties	207,921	210,588	213,073
Non-residential properties	13,940	13,665	13,816
% Residential	93.7%	93.9%	93.9%
% Non-residential	6.3%	6.1%	6.1%
Total market value assessment	$74.8 billion	$76.1 billion	$84.2 billion
Total taxable portioned assessment	$36.2 billion	$36.9 billion	$40.9 billion
% Residential	73.8%	73.9%	72.8%
% Non-residential	26.2%	26.1%	27.2%
Number of real and personal property assessment notices produced	214,673*	27,048	220,686*
Business tax:			
Number of businesses	15,729	15,397	15,720
Collections:			
Current	97.5%	97.2%	97.9%
Arrears	58.8%	60.0%	66.5%

* General Reassessment

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 76 %
Corporate Accounts 24 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Property Taxation	545.416	569.316	585.584		606.392	626.724
Business Taxation	64.750	57.484	56.916		56.911	56.911
Other Taxation	24.355	25.341	25.602		26.512	27.424
Provincial grants	68.330	68.488	68.441		68.441	68.441
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000
Utility Dividend	31.969	35.595	38.215		40.492	41.524
Transfers from Other City Funds	25.710	15.560	4.380		0.081	0.082
Other corporate revenue (primarily tax penalty interest and general government charges)	30.517	28.450	34.025		34.552	34.547
Revenues	**801.624**	**816.234**	**829.164**	**1**	**849.382**	**871.654**
Salaries and benefits	(0.404)	1.201	6.967		14.313	14.603
Services	3.459	3.935	3.694		3.842	3.789
Materials, parts and supplies	0.277	0.395	0.360		0.393	0.388
Assets and purchases	0.019	0.028	0.028		0.030	0.030
Debt and finance charges	(2.235)	2.654	2.947		3.032	3.093
Grants, transfers and other	17.421	17.501	17.592		21.297	21.164
Recoveries	0.179	(0.499)	(0.499)		(0.507)	(0.515)
Operating expenses	**18.716**	**25.215**	**31.089**		**42.402**	**42.553**
Transfer to Capital	0.600	(0.530)	(1.512)		0.950	0.200
Total Expenses	**19.316**	**24.685**	**29.576**	**2**	**43.352**	**42.753**
Mill Rate Support/(Contribution)	**(782.308)**	**(791.549)**	**(799.587)**		**(806.030)**	**(828.901)**
Full-time Equivalent Positions	**131**	**136**	**134**		**136**	**136**

Assessment, Taxation and Corporate

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues	
Net increase in municipal property tax due to growth in the assessment base, and a 2.33% property tax increase	16.268
Transfer from Winnipeg Parking Authority	3.421
Utility dividend	2.621
Transfer from Workers Compensation Reserve	2.000
Increase in tax penalty interest revenue	1.600
Transfer from Southwest Rapid Transit Corridor Reserve (Stage 1)	1.300
Increase in capital construction interest revenue	0.500
Transfer from General Purpose Reserve	(9.500)
Transfer from Financial Stabilization Reserve	(5.000)
Net decrease in business tax revenue due to increase in tax credit program through the Economic Development Reserve	(0.568)
Miscellaneous adjustments	0.288
	12.930
2 Expenses	
Increase in provision for assessment appeals	3.300
Corporate accounts including pension contribution adjustments, transfers to capital fund and efficiency savings held corporately	2.024
Increase in provincial payroll tax	0.331
One-time value-in-kind grant for the 2017 Canada Summer Games	(0.295)
Decrease in insurance claims and premiums	(0.253)
Miscellaneous adjustments	(0.216)
	4.891

Full-time Equivalent Positions

Decrease of 2 FTEs for change in vacancy management.

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Assessment and Taxation	Revenue	650.757	673.002	690.893	713.491	734.731
	Operating expenses	14.400	19.386	22.433	23.201	21.093
	Transfer to Capital	0.600	1.470	-	0.950	0.200
		(635.757)	(652.146)	(668.460)	(689.339)	(713.437)
Corporate	Revenue	150.867	143.232	138.271	135.891	136.923
	Operating expenses	4.316	5.830	8.656	19.200	21.459
	Transfer to Capital	-	(2.000)	(1.512)	-	-
		(146.551)	(139.403)	(131.127)	(116.691)	(115.464)
Mill Rate Support/(Contribution)		**(782.308)**	**(791.549)**	**(799.587)**	**(806.030)**	**(828.901)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2016 Actual	2017 Forecast	2018 Preliminary Budget	2019 Projection	2020 Projection
Commitment Reserve	1.741	2.528	2.270	2.152	2.324
Computer Replacement Reserve	0.475	0.769	1.070	0.335	0.655
Destination Marketing Reserve	13.340	14.925	16.531	18.157	19.824
Financial Stabilization Res	67.410	64.770	65.159	65.550	65.944
General Purpose Reserve	0.149	0.061	0.061	0.061	0.061
Impact Fee Reserve	-	2.000	13.009	25.067	39.178
Insurance Reserve	2.691	3.657	3.658	3.659	3.660
Workers Compensation Reserve	5.081	4.287	1.289	1.290	1.291

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	1.408	1.250	2.658

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	2014*	2015	2016
Total Calls Received	1,510,348	1,287,592	1,074,895
Total Calls Answered	1,037,811	961,310	798,068
Number of Service Requests	419,080	396,267	273,681
Number of Information Requests	869,508	853,065	692,103
Number of Emails	105,471	92,983	101,944
Average Talk Time (in minutes)**	3:32	3:52	4:53
Average Wait Time (in minutes)**	4:19	5:22	5:53
Number of Self Service Online	2,869	1,627	2,008
Number of Mobile App Interactions***	1,343	851	19,333
Number of In-person Interactions***	29,081	21,393	41,270
Number of Social Media Interactions****	4,490	5,580	19,333

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.

** Call times and subsequently wait times increased due to a variety of factors including implementation of the new transit PEGGO system and a new Leisure Guide Registration system. Calls are also increasing in complexity with callers requesting more detailed information, especially as it relates to spring cleaning, snow clearing, assessment, taxation, and Transit.

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

**** Social media services launched in 2014.

Contact Centre - 311

Contributing Departments

Corporate Support Services 100 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	1.449	1.450	1.451		1.452	1.454
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.449**	**1.450**	**1.451**	**1**	**1.452**	**1.454**
Salaries and benefits	5.189	5.107	5.061		5.232	5.332
Services	0.558	0.614	0.606		0.606	0.606
Materials, parts, and supplies	0.043	0.020	0.018		0.018	0.018
Assets and purchases	0.012	0.007	0.006		0.006	0.006
Debt and finance charges	0.003	0.001	0.001		0.001	0.001
Grants, transfers and other	0.298	0.414	0.415		0.415	0.415
Recoveries	(0.012)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**6.091**	**6.151**	**6.094**		**6.266**	**6.366**
Transfer to Capital	-	-	-		-	-
Total Expenses	**6.091**	**6.151**	**6.094**	**2**	**6.266**	**6.366**
Mill Rate Support/(Contribution)	**4.642**	**4.701**	**4.643**		**4.813**	**4.912**
Full-time Equivalent Positions	**106**	**86**	**85**		**86**	**86**

Explanation of 2018 Change from 2017

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Miscellaneous adjustments	0.057
	0.057

Full-time Equivalent Positions

Decrease of 1 FTE for change in vacancy management.

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. Support the achievement of transparent, efficient and effective City government services.
2. Deliver value-added, cost-effective and innovative audit services.
3. Promote a respectful, team-oriented and professional workplace.

Service Level Statistics

Description	2014	2015	2016
Audit Committee Meetings	3	6	5
Audit Projects Completed			
Assurance Projects*	6	21	26
Advisory Projects*	5	13	4
Investigation Projects	7	32	46
Projects in Process	11	14	16

* 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.

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	2014	2015	2016
Total Committee meetings held	369	337	318
Public Council / Standing Committee meetings undertaken	103	103	116
Committee meeting videos - live streamed & posted*	n/a	194	220
Board of Revision appeals filed	496	6,527	765
Board of Revision hearings	155	265	423
Board of Adjustment meetings	21	25	24
Board of Adjustment orders issued	394	285	297
Appeal Committee hearings	84	117	84
Decision Making Information System site visits	69.1 million	57.3 million	48.6 million
Decision Making Information System documents posted	861	844	802
FIPPA requests processed	992	993	855
Records requested from Records Centre	1,257	1,184	1,432
Records requested from Archives	1,465**	2,423	1,562
In-person visits to Archives	277**	389	302
Mail and phone inquiries processed by Archives	847**	1,021	1,110
Public tours	25	22	14
Archival exhibits	6**	3	4
Records transferred to Archives/Records Centre	803**	1,319	1,174
Records destroyed - By-law 86/2010 (Cu. Ft.)	940**	377	1,602
Visits to Archives Website	34,494	39,514	47,206

* Service started in 2015.

** 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	45 %
Council	27 %
Mayor's Office	12 %
Audit	10 %
Policy & Strategic Initiatives	6 %

Operating Budget (in millions of $)	2016 Actual	2017 Budget	2018 Preliminary Budget	Variance Expl.	2019 Projection	2020 Projection
Service revenue	0.636	0.531	0.096		0.516	0.096
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.636**	**0.531**	**0.096**	**1**	**0.516**	**0.096**
Salaries and benefits	7.101	7.412	8.299		7.600	7.792
Services	2.585	3.207	5.380		3.250	3.175
Materials, parts, and supplies	0.160	0.165	0.246		0.162	0.162
Assets and purchases	0.023	0.023	0.119		0.019	0.019
Debt and finance charges	0.690	0.687	(2.153)		0.859	0.859
Grants, transfers and other*	1.960	1.739	2.473		1.773	1.773
Recoveries	(0.176)	(0.100)	(0.958)		(0.100)	(0.100)
Operating expenses	**12.343**	**13.132**	**13.404**		**13.563**	**13.680**
Transfer to Capital	1.750	2.100	-		1.000	1.000
Total Expenses	**14.093**	**15.232**	**13.404**	**2**	**14.563**	**14.680**
Mill Rate Support/(Contribution)	**13.457**	**14.701**	**13.308**		**14.047**	**14.584**
Full-time Equivalent Positions	**94**	**78**	**84**		**78**	**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 2018 Change from 2017

(in millions of $)

1 Revenues

Decrease mainly due to Board of Revision assessment appeals filing fee revenue	(0.435)
	(0.435)

2 Expenses

Decrease in debt and finance charges mainly due to amortization of 2018 Election expenditures	(2.840)
Transfer to Capital	(2.100)
Increase in expenditures related to 2018 Election, net of related recoveries	3.009
Miscellaneous adjustments	0.103
	(1.828)

Full-time Equivalent Positions

Increase of 7 FTEs related to 2018 Election process and decrease of 1 FTE for change in vacancy management.

Council Services

Service Detail Sub-services (in millions of $)		2016 Actual	2017 Budget	2018 Preliminary Budget	2019 Projection	2020 Projection
Auditing	Revenue	-	-	-	-	-
	Operating expenses	0.903	1.379	1.375	1.411	1.440
	Transfer to Capital	-	-	-	-	-
		0.903	1.379	1.375	1.411	1.440
Mayor and Council	Revenue	0.239	-	-	-	-
	Operating expenses	5.274	5.488	5.474	5.555	5.630
	Transfer to Capital	-	-	-	-	-
		5.035	5.488	5.474	5.555	5.630
Archives-City Clerks	Revenue	-	-	-	-	-
	Operating expenses	0.657	0.740	0.749	0.777	0.798
	Transfer to Capital	-	-	-	-	-
		0.657	0.740	0.749	0.777	0.798
Elections-City Clerks	Revenue	0.276	-	-	-	-
	Operating expenses	0.931	0.687	0.749	0.753	0.753
	Transfer to Capital	-	-	-	-	-
		0.655	0.687	0.749	0.753	0.753
Citizen Access and Appeals	Revenue	0.109	0.475	0.055	0.475	0.055
	Operating expenses	0.758	0.800	0.707	0.832	0.748
	Transfer to Capital	-	-	-	-	-
		0.649	0.325	0.652	0.357	0.693
Council Support-City Clerks	Revenue	0.012	0.056	0.041	0.041	0.041
	Operating expenses	3.036	3.225	3.564	3.428	3.491
	Transfer to Capital	1.750	2.100	-	1.000	1.000
		4.775	5.269	3.523	4.387	4.450
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.784	0.812	0.785	0.806	0.819
	Transfer to Capital	-	-	-	-	-
		0.784	0.812	0.785	0.806	0.819
Mill Rate Support/(Contribution)		**13.457**	**14.701**	**13.308**	**14.047**	**14.584**

Additional Financial Information

Capital Budget	2018 Preliminary	2019 - 2023 Forecast	6 Year Total
(In millions of $)	0.700	6.550	7.250

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The City of Winnipeg

Appendices

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Operating and Capital Budget

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Appendix 1

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget and 2019 and 2020 Projections
TAX SUPPORTED SUMMARY

	2017 Adopted Budget	2018 Preliminary Budget	Variance [1] $	Variance %	Expl. No.	2019 Projection	2020 Projection
Revenue:							
Property tax	$ 569,316,149	**$ 585,584,323**	$ 16,268,174	2.9	1	$ 606,391,511	$ 626,724,191
Business tax	57,483,732	**56,915,840**	(567,892)	(1.0)	2	56,911,279	56,911,279
Other taxation	25,341,419	**25,601,567**	260,148	1.0	3	26,512,415	27,423,529
Street renewal frontage levy	62,837,258	**63,016,622**	179,364	0.3	4	63,398,122	63,779,622
Government grants	127,789,071	**133,530,037**	5,740,966	4.5	5	139,169,236	141,369,614
Regulation fees [2]	58,959,662	**58,072,550**	(887,112)	(1.5)	6	58,830,430	58,717,722
Sale of goods and services	62,796,207	**54,476,887**	(8,319,320)	(13.2)	7	50,969,729	50,012,219
Interest	18,101,692	**20,201,697**	2,100,005	11.6	8	20,401,707	20,401,717
Transfers from other funds [2]	30,073,817	**23,968,981**	(6,104,836)	(20.3)	9	9,590,837	11,784,442
Other	55,121,249	**59,719,258**	4,598,009	8.3	10	62,739,897	63,750,030
Total Revenue	**$ 1,067,820,256**	**$ 1,081,087,762**	**$ 13,267,506**	**1.2**		**$ 1,094,915,163**	**$ 1,120,874,365**
Expenditures:							
Departmental:							
Police Service	$ 288,000,280	**$ 291,449,496**	$ 3,449,216	1.2	11	$ 299,860,147	$ 307,117,795
Public Works	229,990,833	**241,374,571**	11,383,738	4.9	12	262,093,300	280,458,546
Fire Paramedic Service	199,219,481	**193,457,211**	(5,762,270)	(2.9)	13	207,227,886	210,965,118
Community Services	114,891,529	**109,946,115**	(4,945,414)	(4.3)	14	123,192,696	122,409,981
Planning, Property and Development	45,597,686	**40,429,758**	(5,167,928)	(11.3)	15	45,188,156	44,644,281
Water and Waste [2]	20,604,475	**22,335,314**	1,730,839	8.4	16	23,188,300	24,063,461
Street Lighting	13,398,809	**13,305,829**	(92,980)	(0.7)	17	14,301,099	15,385,659
Corporate Support Services	35,995,704	**34,810,749**	(1,184,955)	(3.3)	18	40,182,965	42,399,632
Assessment and Taxation	20,855,802	**22,432,561**	1,576,759	7.6	19	24,151,305	21,293,453
Corporate Finance	9,073,426	**9,112,428**	39,002	0.4	20	9,527,261	9,752,523
City Clerks	14,946,733	**13,161,023**	(1,785,710)	(11.9)	21	14,175,229	14,184,584
Other departments	16,048,156	**16,521,299**	473,143	2.9	22	17,049,492	17,417,447
Sub-total Departmental	$ 1,008,622,914	**$ 1,008,336,354**	$ (286,560)	(0.0)		$ 1,080,137,836	$ 1,110,092,480
Corporate:							
Debt and finance charges	$ 567,892	**$ 518,189**	$ (49,703)	(8.8)	23	$ 512,789	$ 375,627
Taxes	10,734,993	**11,065,558**	330,565	3.1	24	11,310,236	11,560,324
Insurance and damage claims	3,838,052	**3,585,356**	(252,696)	(6.6)	25	3,716,624	3,853,495
Contribution to Transit [3]	55,125,727	**65,404,784**	10,279,057	18.6	26	81,293,459	90,524,404
Other	(11,069,322)	**(7,822,479)**	3,246,843	29.3	27	3,857,969	5,738,612
Sub-total Corporate	$ 59,197,342	**$ 72,751,408**	$ 13,554,066	22.9		$ 100,691,077	$ 112,052,462
Total Expenditures	**$ 1,067,820,256**	**$ 1,081,087,762**	**$ 13,267,506**	**1.2**		**$ 1,180,828,913**	**$ 1,222,144,942**
Shortfall	**$ -**	**$ -**	**$ -**			**$ (85,913,750)**	**$ (101,270,577)**

Notes:

1) The variance includes the change in the transfer to capital based on the 2018 capital budget (see Appendix 5).

2) In 2018 land drainage revenues and expenses are included under Utilities Operations, consistent with the Council report, March 22, 2017. The 2017 figures have been restated, accordingly.

3) Refer to variance explanation #6 in Utility Operations section of this Appendix.

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2018 Compared to 2017

Expl. No.	Explanations		Variance
1	**Property tax** 2018 property tax revenue reflects a mill rate of 12.987 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%.	**$**	**16,268,174**
2	**Business tax**		
	2018 business tax rate has been reduced from 5.25% to 5.14%. The small business tax credit program will provide a full rebate in 2018 to businesses with an annual rental value of $33,300 (2017 - $32,220) or less.	$	4,561
	Economic Development Business Tax Credit and the Heritage Business Tax Credit.		(572,453)
	Total	**$**	**(567,892)**
3	**Other taxation**		
	Net increase in Electricity and Natural Gas Tax revenue.	$	82,000
	Miscellaneous taxation revenue.		178,148
	Total	**$**	**260,148**
4	**Street renewal frontage levy**		
	Increase in Street renewal frontage levy revenue for frontage foot growth.	**$**	**179,364**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2018 Compared to 2017

Expl. No.	Explanations		Variance
5	**Government grants**		
	Increase in Provincial / WRHA funding to offset ambulance revenue reduction due to provincially mandated maximum patient fee.	$	10,365,000
	Increase in Provincial funding to offset increased ambulance operating costs.		330,000
	Decrease in WRHA funding, including adjustment for not implementing the expansion of the Community Paramedicine program.		(3,466,351)
	Decrease in Provincial funding, including funding for Police Services for the auxiliary force cadets and the helicopter.		(1,487,983)
	Net increase in other miscellaneous revenue.		300
	Total	**$**	**5,740,966**
6	**Regulation fees**		
	Late payment charges.	$	212,040
	Increase in inspection and license fees.		93,802
	Net increase in permit fees.		56,706
	Decrease in police photo enforcement revenue.		(1,260,000)
	Net increase in other miscellaneous revenue.		10,340
	Total	**$**	**(887,112)**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2018 Compared to 2017

Expl. No.	Explanations		Variance
7	**Sale of goods and services**		
	Increase in recreation program user fees.	$	1,044,165
	Increase in contract police service revenue.		355,723
	Decrease in ambulance fee revenue to reflect provincially mandated rates.		(6,982,242)
	Elimination of delayed ambulance transfer of care revenue at hospitals, as delays are no longer anticipated.		(2,000,000)
	Decrease in ambulance inter-facility transfer revenues.		(448,000)
	Net decrease in other sales of goods and services.		(288,966)
	Total	**$**	**(8,319,320)**
8	**Interest**		
	Tax penalties interest revenue to reflect actual experience.	$	900,000
	Tax penalty rate increase from 2.25% to 2.50%, effective July 1, 2018.		700,000
	Increase in other interest income, primarily capital construction interest revenue.		500,005
	Total	**$**	**2,100,005**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED REVENUE - 2018 Compared to 2017

Expl. No.	Explanations		Variance
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- Land Operating Reserve.	$	2,300,000
	- Workers Compensation Reserve.		2,000,000
	- Municipal Accommodations.		1,148,553
	- Southwest Rapid Transit Corridor Reserve (Stage 1).		1,300,000
	- Insect Control Reserve.		600,000
	- Non-recurring transfer from Winnipeg Parking Authority SOA.		595,000
	- Permit Reserve.		400,000
	- General Purpose Reserve.		(9,500,000)
	- Fiscal Stabilization Reserve.		(5,000,000)
	- Net increase in other transfers.		51,611
	Total	**$**	**(6,104,836)**
10	**Other**		
	Winnipeg Parking Authority transfer (including vacancy management and incremental increase in parking revenue).	$	3,420,559
	Utility dividend based on sales volume.		2,620,684
	Fleet Management Agency transfer for vacancy management.		150,908
	Non-recurring settlement in 2017.		(1,000,000)
	Miscellaneous revenue.		(594,142)
		$	**4,598,009**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
11	**Police Service**	
	Increase in salaries and benefits due to negotiated wage increases and annual increments.	$ 2,665,511
	Increase in debt and financing charges.	586,124
	Transfer to Capital.	202,000
	Decrease in costs due to transition from Fleetnet system.	(297,163)
	Net operational cost increases.	292,744
	Total	**$ 3,449,216**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
12	**Public Works**	
	Transfer to Local Street Renewal Reserve.	$ 5,400,000
	Transfer to Regional Street Renewal Reserve.	5,400,000
	Increase in fleet capital and operating lease costs.	1,016,533
	Increase in debt and finance charges.	505,942
	New grant to the General Council of Winnipeg Community Centres for transportation of equipment for athletic field maintenance.	275,000
	Increase in fuel costs.	150,757
	Transfer to Capital.	(1,057,000)
	Decrease in municipal accommodation charges.	(231,304)
	Net decrease in salaries and benefits.	(170,356)
	Net operational cost increases.	94,166
	Total	**$ 11,383,738**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
13	**Fire Paramedic Service**	
	Increase in salaries and benefits due to negotiated wage increases and annual increments.	2,619,189
	One-time office costs for expanded Emergency Operations Centre.	339,000
	Increase in provincial ambulance operating costs, fully offset by revenue.	330,000
	Increase in debt and finance charges.	215,462
	Increase in expenses related to training and employee certification and licenses.	190,000
	Transfer to Capital.	(5,211,000)
	Decrease in salary and benefit and operating costs due to not implementing the expansion of the Community Paramedicine program as no provincial funding is committed.	(3,203,987)
	Decrease in fleet costs, primarily due to revised timing of apparatus implementation.	(787,572)
	Decrease in telephone costs due to transition from Fleetnet.	(179,050)
	Decrease in equipment costs.	(160,006)
	Net operational cost increases.	85,694
	Total	**$ (5,762,270)**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
14	**Community Services**	
	Increase in facilities costs.	839,820
	Net increase in debt and finance charges.	741,985
	Increase in transfer to civic accommodations, including costs for the new Transcona and Windsor Park libraries.	690,257
	One-time grant for Louis Riel School Division - College Jeanne Sauve.	500,000
	One-time grant for Louis Riel School Division - Running track for Victor Mager School.	500,000
	Increase in grants to community centres.	86,816
	Grant to the University of Winnipeg for the "youthunited@winnipeg" program, $200,000 in 2018.	40,000
	Increase in grant to Assiniboine Park Conservancy (APC). 2018 Grant $10,876,000.	36,000
	Transfer to Capital.	(5,790,000)
	Decrease in transfer to Municipal Accommodations, related to capital expenditures.	(1,997,000)
	Non-recurring grant to Louis Riel School Division for the Dakota Collegiate Alumni Field ($350,000) and for the "Dale Bradshaw Outdoor Basketball Court" ($180,000) in 2017.	(530,000)
	Net operational cost decreases.	(63,292)
	Total	**$ (4,945,414)**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
15	**Planning, Property and Development**	
	Increase in transfer to Golf Services SOA.	$ 267,636
	Increase in debt and finance charges.	227,311
	Transfer to Capital.	(2,480,000)
	Net decrease in transfer to Municipal Accommodations for vacant, common and corporate space.	(2,432,504)
	CentreVenture operating grant.	(600,000)
	Net operational cost decreases.	(150,371)
	Total	**$ (5,167,928)**
16	**Water and Waste - Garbage Collection**	
	Increase in garbage collection contract costs.	$ 1,724,400
	Net operational cost increases.	6,439
	Total	**$ 1,730,839**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
17	**Street Lighting**	
	Net decrease in costs due to Manitoba Hydro rate changes, new installations and upgrades, and LED savings.	**$ (92,980)**
18	**Corporate Support Services**	
	Increase in debt and finance charges.	$ 1,379,852
	Net decrease in recoveries including salaries and benefits and costs recovered primarily from capital fund.	966,045
	CUPE Education Fund.	250,000
	Increase to implement Journey of Reconciliation initiatives and programs.	217,510
	Transfer to Capital.	(3,245,000)
	Indigenous Relations Apprenticeship funds paid directly by external contributors. City contribution remains at $1.250 million.	(500,000)
	Net decrease in salaries and benefits, including:	
	- Increase of 8.5 FTEs for Innovation and Information Technology Services;	1,136,884
	- Increase of 1 FTE in Labour Relations;	93,307
	- Other miscellaneous increases in salaries and benefits;	334,101
	- Decrease due to the deletion of 13.5 temporary positions recovered from capital, as capital pojects are complete;	(1,326,808)
	- Decrease of 4.12 FTEs for change in vacancy management;	(283,319)
	- Transfer of 2 FTEs to the Chief Administrative Offices;	(246,670)
	- Transfer of 1 FTE from Public Works.	56,501
	Net operational cost decreases.	(17,358)
	Total	**$ (1,184,955)**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
19	**Assessment and Taxation**	
	Increase in provision for assessment appeals.	$ 3,300,000
	Increase in debt and finance charges.	303,686
	Transfer to Capital.	(1,470,000)
	Decrease in salaries and benefits.	(192,757)
	Decrease postage due to timing of assessment cycle.	(163,500)
	Decrease in Civic Accommodations costs.	(143,788)
	Net operational cost decreases.	(56,882)
	Total	**$ 1,576,759**
20	**Corporate Finance**	
	Net operational cost increases.	$ 39,002
	Total	**$ 39,002**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
21	**City Clerks**	
	Net increase in operational costs, primarily due to the election.	$ 1,827,002
	Increase in salaries and benefits, primarily due to the election.	969,269
	Organizational review on City governance.	175,000
	One-time grant in 2018 for the Canadian Association of Police Governance, 2018 National Conference.	15,000
	Decrease in debt and finance charges mainly due to amortization of 2018 Election expenditures.	(2,840,343)
	Transfer to Capital.	(2,100,000)
	Non-recurring grants in 2017.	(35,500)
	Net operational cost increases.	203,862
	Total	**$ (1,785,710)**
22	**Other departments**	
	Increase in salaries and benefits, including the transfer of two positions from Corporate Support Services to the Offices of the CAO.	$ 246,670
	Decrease in capital recoveries due to completion of capital projects.	144,270
	Increase in civic accommodations costs.	47,753
	Net operational cost increases.	34,450
	Total	**$ 473,143**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
TAX SUPPORTED EXPENDITURES - 2018 Compared to 2017

Expl. No.	Explanations		Variance
23	**Debt and finance charges**		
	Decrease in corporate debt and finance charges.	**$**	**(49,703)**
24	**Taxes**		
	Increase in provincial payroll tax estimate.	**$**	**330,565**
25	**Insurance and damage claims**		
	Insurance costs reflecting recent experience with claims and premiums.	**$**	**(252,696)**
26	**Contribution to Transit**		
	Contribution to Transit (refer to variance explanation #6 under "Utility Operations" section of this appendix for additional information on Transit).	**$**	**10,279,057**
27	**Other**		
	Net increases, including provision for corporate risk management.	$	3,303,577
	Non-recurring value-in-kind for (2017 Canada Games).		(294,500)
	Net operational cost increases.		237,766
	Total	**$**	**3,246,843**

Appendix 1

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget and 2019 and 2020 Projections
UTILITY OPERATIONS

	2017 Adopted Budget	2018 Preliminary Budget	Variance	Expl. No.	2019 Projection	2020 Projection
	$	$	$		$	$
Municipal Accommodations						
Revenue	75,242,811	**72,049,581**	(3,193,230)		76,725,878	76,895,295
Expenditure	75,242,811	**72,049,581**	(3,193,230)		76,725,878	76,895,295
Surplus/(Deficit)	-	-	-	1	-	-
Sewage Disposal [1]						
Revenue	181,249,661	**198,041,388**	16,791,727		214,101,786	220,991,770
Expenditure	156,962,956	**155,831,913**	(1,131,043)		174,587,551	191,071,191
Surplus/(Deficit)	24,286,705	**42,209,475**	17,922,770	2	39,514,235	29,920,579
Solid Waste Disposal [1]						
Revenue	44,482,587	**46,320,980**	1,838,393		47,833,438	50,111,690
Expenditure	44,747,773	**50,074,256**	5,326,483		51,615,892	53,676,475
Surplus/(Deficit)	(265,186)	**(3,753,276)**	(3,488,090)	3	(3,782,454)	(3,564,785)
Waterworks [1]						
Revenue	128,501,948	**133,121,147**	4,619,199		136,286,553	138,262,558
Expenditure	113,305,327	**115,533,439**	2,228,112		120,075,619	123,107,121
Surplus/(Deficit)	15,196,621	**17,587,708**	2,391,087	4	16,210,934	15,155,437
Land Drainage[2]						
Revenue	11,688,264	**5,946,133**	(5,742,131)		5,981,574	5,552,373
Expenditure	11,688,264	**5,946,133**	(5,742,131)		5,981,574	5,552,373
Surplus/(Deficit)	-	-	-	5	-	-
Transit						
Revenue	191,283,794	**192,543,645**	1,259,851		209,928,341	221,083,193
Expenditure	191,283,794	**192,543,645**	1,259,851		209,928,341	221,083,193
Surplus/(Deficit)	-	-	-	6	-	-
Total						
Revenue	**632,449,065**	**648,022,874**	**15,573,809**		**690,857,570**	**712,896,879**
Expenditures	**593,230,925**	**591,978,967**	**(1,251,958)**		**638,914,855**	**671,385,648**
Surplus/(Deficit)	**39,218,140**	**56,043,907**	**16,825,767**		**51,942,715**	**41,511,231**

1 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, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

2 New utility fund in 2018. Amounts were previously included in the tax-supported fund totals.

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
UTILITY OPERATIONS - 2018 Compared to 2017

Expl. No.	Explanations		Variance
1	**Municipal Accommodations**		
	Revenue Changes:		
	Increase in transfer from Community Services for facilities operations and maintenance. Includes costs for the new Transcona and Windsor Park libraries.	$	839,820
	Decrease in transfer from General Revenue Fund for facility costs.		(2,192,370)
	Decrease in transfer from Community Services related to capital investments.		(1,997,000)
	Miscellaneous adjustments.		156,320
		$	(3,193,230)
	Expenditure Changes:		
	Increase in the transfer to the General Revenue Fund.	$	1,148,554
	Increase in debt and finance charges.		661,679
	Transfer to Capital.		(4,180,000)
	Net decrease in utility costs.		(462,391)
	Net decrease in salary and benefits.		(316,867)
	Miscellaneous adjustments.		(44,205)
		$	(3,193,230)
	Variance.	**$**	-

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
UTILITY OPERATIONS - 2018 Compared to 2017

Expl. No.	Explanations		Variance
2	**Sewage Disposal**		
	Revenue Changes:		
	Increase in sewer services revenue.	$	17,298,118
	Decrease in industrial waste surcharge.		(1,200,000)
	Miscellaneous adjustments.		693,609
		$	16,791,727
	Expenditure Changes:		
	Increase in transfer to Environmental Projects Reserve.	$	4,690,584
	Increase in dividend transfer to the General Revenue Fund based on sales volume.		2,075,774
	Increase in light and power.		366,300
	Decrease in transfer to land drainage and flood control program.		(5,742,131)
	Decrease in landfill tipping fees.		(1,045,400)
	Decrease in transfer to Sewer Rehabilitation Reserve.		(1,000,000)
	Decrease in large volume sewer discount program.		(394,386)
	Decrease in professional services.		(287,715)
	Miscellaneous adjustments.		205,931
		$	(1,131,043)
	Increase in surplus.	**$**	**17,922,770**

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

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
UTILITY OPERATIONS - 2018 Compared to 2017

Expl. No.	Explanations		Variance
3	**Solid Waste Disposal**		
	Revenue Changes:		
	Increase in funding from Multi-Material Stewardship Manitoba.	$	1,150,000
	Increase in sale of recyclables.		1,309,785
	Increase in Waste diversion user fee revenue.		715,761
	Net increase in tipping fee revenue from rate increases offset by decrease in tonnage estimates.		269,816
	Decrease in tipping fee revenue from diversion of biosolids.		(1,503,000)
	Decrease in waste reduction support grant.		(300,000)
	Miscellaneous adjustments.		196,031
		$	1,838,393
	Expenditure Changes:		
	Increase in single family recycling collection costs from new contracts.	$	4,063,964
	Increase in recyclables processing.		811,387
	Increase in fleet and equipment costs from large equipment replacement at Brady Landfill and new 4R Winnipeg Depots.		556,119
	Increase in salaries and benefits, mainly due to 4R Winnipeg Depots.		379,524
	Decrease in leaf and yard waste collection contract from revised tonnage estimates.		(344,399)
	Decreases in leachate treatment and hauling costs from revised volume estimates.		(295,910)
	Miscellaneous adjustments.		155,798
		$	5,326,483
	Increase in deficit.	**$**	**(3,488,090)**

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
2018 Preliminary Operating Budget
UTILITY OPERATIONS - 2018 Compared to 2017

Expl. No.	Explanations		Variance
4	**Waterworks**		
	Revenue Changes:		
	Increase in water sales revenue.	$	4,521,320
	Increase in earnings on the sinking fund.		191,139
	Miscellaneous adjustments.		(93,260)
		$	4,619,199
	Expenditure Changes:		
	Increase in transfer to Watermain Renewal Reserve.	$	1,000,000
	Increase in salaries and benefits.		924,602
	Increase in chemicals and computer licensing and software costs.		883,437
	Increase in dividend transfer to the General Revenue Fund, based on sales volumes.		544,910
	Increase in recoveries.		(1,129,385)
	Miscellaneous adjustments.		4,548
		$	2,228,112
	Increase in surplus.	**$**	**2,391,087**

Note: 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 CITY OF WINNIPEG
2018 Preliminary Operating Budget
UTILITY OPERATIONS - 2018 Compared to 2017

Expl. No.	Explanations	Variance
5	**Land Drainage**	
	Revenue Changes:	
	Decrease in transfer from Sewage Disposal.	$ (5,742,131)
		$ (5,742,131)
	Expenditure Changes:	
	Transfer to Capital.	$ (5,595,000)
	Debt and Finance Charges.	(210,505)
	Miscellaneous adjustments.	63,374
		$ (5,742,131)
	Variance	**$** -

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
UTILITY OPERATIONS - 2018 Compared to 2017

Expl. No.	Explanations		Variance
6	**Transit**		
	Revenue Changes:		
	Increase in transfer from the General Revenue Fund.	$	10,279,057
	Increase in fare revenue due to 25 cent fare increase (additional 20 cents is approximately $4.074 million), effective Jan 1, 2018.		5,680,000
	Provincial funding shortfall of $8.265 million compared to the 2017 budget. The amount budgeted in 2018 is $40.1 million (2016 actuals); if the 50/50 funding agreement were in effect, $50.1 million would have been budgeted in 2018. This results in a $10 million shortfall.		(8,264,997)
	Decrease in revenue primarily related to declining ridership. Decline in ridership for 2017 - $3.876 million and for 2016 - $2.481 million.		(6,357,000)
	Decrease in revenue related to service rationalization as a result of 50/50 funding agreement terminated by the Province.		(200,000)
	Miscellaneous adjustments.		122,791
		$	1,259,851
	Expenditure Changes:		
	Increase in salaries and benefits.	$	3,130,259
	Increase in bus and auto parts costs.		872,000
	Decrease in capital recoveries due to completion of capital projects.		637,059
	Increase in salaries and other expenses related to the Transit Safety Management Practices initiative.		716,701
	Increase in debt and finance charges.		464,000
	Increase in fleet insurance premium.		431,000
	Increase in Handi Transit contractor fees.		304,000
	Decrease in transfer to Transit Bus Replacement Reserve.		(2,500,788)
	Transfer to Capital.		(1,379,000)
	Department to undertake review to determine $1 million in net savings through the elimination of some routes and/or reduction of service within routes/day types, effective June 2018.		(1,200,000)
	One-time contribution to special events-in-kind (2017 Canada Summer Games).		(800,000)
	Miscellaneous adjustments.		584,620
		$	1,259,851
	Variance.	**$**	-

Appendix 1

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget and 2019 and 2020 Projections
SPECIAL OPERATING AGENCIES

	2017 Adopted Budget	2018 Preliminary Budget	Variance	Expl. No.	2019 Projection	2020 Projection
	$	$	$		$	$
Fleet Management						
Revenue	47,009,856	**49,020,233**	2,010,377		51,216,853	53,868,733
Expenditure	47,376,540	**49,052,044**	1,675,504		51,062,289	53,537,637
Surplus/(Deficit)	(366,684)	**(31,811)**	334,873	1	154,564	331,096
Parking Authority						
Revenue	16,947,396	**21,175,788**	4,228,392		22,504,181	22,720,886
Expenditure	19,162,819	**27,586,890**	8,424,071		22,043,549	22,036,335
Surplus/(Deficit)	(2,215,423)	**(6,411,102)**	(4,195,679)	2	460,632	684,551
Golf Services						
Revenue	3,707,377	**3,175,057**	(532,320)		4,259,412	3,311,733
Expenditure	2,973,372	**2,795,095**	(178,277)		3,875,310	2,965,475
Surplus/(Deficit)	734,005	**379,962**	(354,043)	3	384,102	346,258
Animal Services						
Revenue	3,798,940	**3,785,900**	(13,040)		3,856,992	3,897,368
Expenditure	3,829,500	**3,804,522**	(24,978)		3,874,057	3,915,854
Surplus/(Deficit)	(30,560)	**(18,622)**	11,938	4	(17,065)	(18,486)
Total						
Revenue	71,463,569	**77,156,978**	**5,693,409**		**81,837,438**	**83,798,720**
Expenditures	73,342,231	**83,238,551**	**9,896,320**		**80,855,205**	**82,455,301**
Surplus/(Deficit)	(1,878,662)	**(6,081,573)**	**(4,202,911)**		**982,233**	**1,343,419**

THE CITY OF WINNIPEG

2018 Preliminary Operating Budget

SPECIAL OPERATING AGENCIES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
1	**Fleet Management**	
	Revenue Changes:	
	Increase in services and parts revenue.	$ 1,276,033
	Increase in sale of surplus equipment.	400,000
	Increase in fuel sales.	260,712
	Decrease in fleet leases.	(315,996)
	Increase in other income.	389,628
		$ 2,010,377
	Expenditure Changes:	
	Increase in service costs.	$ 908,062
	Increase in parts.	550,700
	Increase in debt and finance charges.	295,608
	Increase in fuel costs.	237,000
	Transfer to the General Revenue Fund for vacancy management.	150,908
	Net decrease in salaries and benefits. Includes reduction of 2 FTEs due to vacancy management and a deletion of 2 temporary mechanics and 1 welder.	(296,557)
	Decrease in other equipment.	(186,996)
	Miscellaneous adjustments.	16,779
		$ 1,675,504
	Decrease in deficit.	**$ 334,873**

THE CITY OF WINNIPEG

2018 Preliminary Operating Budget

SPECIAL OPERATING AGENCIES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
2	**Parking Authority**	
	Revenue Changes:	
	Increase in on-street parking meter revenue. Includes $1/hour rate increase effective April 1st.	$ 3,468,607
	Increase in enforcement revenue due to a reduction in the early payment discount from 50% to 25% effective April 1st.	750,000
	Increase in casual parking revenue.	175,410
	Decrease in parking permit revenue.	(181,714)
	Miscellaneous adjustments.	16,089
		$ 4,228,392
	Expenditure Changes:	
	Transfer to Land Operating Reserve (from net of proceeds of the sale of the Winnipeg Square Parkade).	$ 5,000,000
	Increase in transfer to the General Revenue Fund, including vacancy management and incremental increase in parking revenue.	3,420,559
	Transfer to the General Revenue Fund (Centrepoint parkade development).	595,000
	Increase in on-street meter maintenance costs related to rate change.	225,000
	Consulting study / Public consultation related to paid evening downtown and exchange district parking.	200,000
	Decrease in lot maintenance costs.	(520,000)
	Demolition costs of the Civic Parkade ($1.834 million budgeted in 2017).	(434,000)
	Miscellaneous adjustments.	(62,488)
		$ 8,424,071
	Increase in deficit.	**$ (4,195,679)**

THE CITY OF WINNIPEG

2018 Preliminary Operating Budget

SPECIAL OPERATING AGENCIES - 2018 Compared to 2017

Expl. No.	Explanations	Variance
3	**Golf Services**	
	Revenue Changes:	
	Increase in transfer from the General Revenue Fund.	$ 267,636
	Decrease in transfer from Golf Course Reserve.	(450,938)
	Decrease in green fee revenue.	(187,383)
	Decrease in other golf revenues.	(118,752)
	Decrease in fixed asset rental revenue.	(92,939)
	Miscellaneous adjustments.	50,056
		$ (532,320)
	Expenditure Changes:	
	Decrease in debt and service charges, includes provision for bad debt.	$ (151,819)
	Decrease in salaries and benefits.	(26,566)
	Miscellaneous adjustments.	108
		$ (178,277)
	Decrease in surplus.	**$ (354,043)**
4	**Animal Services**	
	Revenue Changes:	
	Increase in regulation revenue.	$ 47,000
	Decrease in adoption revenue.	(23,724)
	Decrease in transfer from the General Revenue Fund for vacancy management.	(24,178)
	Miscellaneous adjustments.	(12,138)
		$ (13,040)
	Expenditure Changes:	
	Net operational cost decreases.	$ (24,978)
		$ (24,978)
	Net decrease.	**$ 11,938**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
Listing of Grants/Payments

Grants included in this appendix are broken into three categories, as follows:

Annual Grant Agreements:

• Are grants / payments to organizations which provide demonstrable cultural, social or economic benefit to the community and where the City does not receive any goods or services directly in return for the funds (with the exception of community partnerships) nor do they expect repayment or any other financial return. Eligibility and entitlement requirements are reviewed annually.

Multi-Year Arrangements:

• Are grants / payments to entities where the City of Winnipeg has long-term contractual arrangements in place or the nature of the arrangement is long-term.

Other Programs:

• Are primarily grant programs where recipients are determined throughout the course of the year. With the exception of the per capita grants, the Director of the department responsible for each such grant program is delegated the authority to determine grant recipients.

The listing of Grants / Payments is not inclusive of all City of Winnipeg grants (e.g. grants from reserves authorized through separate reports, various value-in-kind grants, etc.).

The 2017 Budget has been restated to reflect reclassifications to conform to 2018.

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget
Listing of Grants/Payments

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Annual Grant Agreements		
Police Service	Age and Opportunity Centre - Older victims services	$ 20,250	$ 20,250
Community Services	Age and Opportunity Support Services for Older Adults Inc. - Preventative programming for senior citizens	80,100	80,100
Community Services	Andrews Street Family Centre	45,700	45,700
City Clerks	Art City	100,000	100,000
Community Services	Big Brothers Big Sisters of Winnipeg, Inc.	12,000	12,000
Police Service	Block Parents	17,564	17,564
Community Services	Boys and Girls Club of Winnipeg Inc*	118,148	118,148
Public Works	Boys and Girls Club of Winnipeg Inc - Clean Machine program*	63,000	63,000
Community Services	Broadway Neighbourhood Centre Inc	120,500	120,500
Community Services	Broadway Neighbourhood Centre Inc - Just TV	150,000	150,000
City Clerks	Canadian Association of Police Governance-2018 National Conference	-	15,000
Planning, Property & Development	CentreVenture	600,000	-
Community Services	Charleswood Social Club	1,600	1,600
Public Works	Coalition to Save the Elms, Manitoba Inc.*	20,000	20,000
Community Services	Community Centres	5,592,184	5,679,000
	Sub-Total	**6,941,046**	**6,442,862**

* Includes Community Partnerships.

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Annual Grant Agreements		
Planning, Property & Development	Dakota Alumni Field - Louis Riel School Division Operating Grant	$ 600,000	$ -
Community Services	Dakota Collegiate - Dakota Alumni Field	350,000	-
Community Services	Dakota Collegiate - Dale Bradshaw Outdoor Basketball Court	180,000	-
Public Works	Downtown Winnipeg Biz - Biz zone cleanliness*	117,000	117,000
City Clerks	Downtown Winnipeg Biz - Community Homeless Assistance Team (CHAT)	150,000	150,000
Parking Authority	Downtown Winnipeg Biz - Parking infrastructure maintenance*	115,000	115,000
Transit	Downtown Winnipeg Biz - Transit shelter cleanliness*	100,100	100,000
City Clerks	Economic Development Winnipeg - YES! Winnipeg	135,000	135,000
City Clerks	Edge Urban Art Centre (Formerly Edge Clay Centre)	10,000	10,000
Public Works	Exchange District Biz - Biz zone cleanliness*	8,000	8,000
Community Services	Exchange District Biz - Historic Exchange Walking Tour	3,150	3,150
Parking Authority	Exchange District Biz - Parking infrastructure maintenance*	60,000	60,000
Transit	Exchange District Biz - Transit shelter cleanliness*	5,500	5,000
Planning, Property & Development	Festival du Voyageur	40,000	40,000
Public Works	Forks Renewal Corporation*	1,200	1,200
Waterworks	The Fort Whyte Foundation Inc. - Fort Whyte Alive	60,000	60,000
Museums	Friends of Dalnavert Museum Inc.	21,000	21,000
	Sub-Total	**1,955,950**	**825,350**

* Includes Community Partnerships.

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Annual Grant Agreements		
Community Services	General Council of Winnipeg Community Centres*	$ 1,072,241	$ 1,072,241
Public Works	General Council of Winnipeg Community Centres*	374,484	374,484
Public Works	General Council of Winnipeg Community Centres -Athletic Field Maintenance	-	275,000
Museums	Grant's Old Mill Museum	17,240	17,240
Solid Waste Disposal	Green Action Centre	35,000	35,000
Planning, Property & Development	Heritage Winnipeg Corporation	40,000	34,750
Museums	Historical Museum of St. James-Assiniboia	83,391	83,391
Community Services	Immigrant and Refugee Community Organization of Manitoba	73,810	73,810
Community Services	Immigrant Centre Manitoba Inc.- 24 Hour language bank interpreter services	27,000	27,000
Corporate Support Services	Indigenous Youth Strategy (see schedule at end of appendix 2)	1,250,000	1,250,000
City Clerks	La Maison des artistes visuels francophones Inc.	8,000	-
Community Services	Louis Riel School Division - College Jeanne Sauve Community Theatre / Student Commons	-	500,000
Community Services	Louis Riel School Division - Running track for Dakota Alumni Field Project at Victor Mager School	-	500,000
Community Services	Ma Mawi Wi Chi Itata Centre Inc.-Positive Athletic Cutural Experiences (PACE) for Youth	60,000	60,000
Community Services	Main Street Project Inc.	96,000	96,000
Museums	Manitoba Children's Museum Inc.	120,000	120,000
Public Works	Manitoba Eco Network*	5,000	5,000
	Sub-Total	**3,262,166**	**4,523,916**

* Includes Community Partnerships.

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Annual Grant Agreements		
Museums	Manitoba Museum	$ 55,000	$ 55,000
City Clerks	Manitoba Theatre for Young People	30,000	30,000
Community Services	Mediation Services	10,000	10,000
Solid Waste Utility	New Directions - Alternative Solutions Day Service	30,000	30,000
Public Works	Norwood Lawn Bowling Club*	16,851	16,851
Community Services	Pan Am Boxing Club	25,100	25,100
Community Services	Red Road Lodge	8,400	8,400
Public Works	River East Neighborhood Network - Trails Committee*	9,000	9,000
Museums	Ross House Museum	31,077	31,077
Community Services	Rossbrook House	256,339	256,339
Museums	Royal Aviation Museum of Western Canada Inc.	55,000	55,000
Waterworks	Save Our Seine River Environment Inc.	30,000	30,000
Museums	Seven Oaks House Museum	28,226	28,226
Community Services	Spence Neighbourhood Association - Community Liaison*	21,150	21,150
Public Works	Spence Neighbourhood Association*	2,000	2,000
Museums	St. Boniface Museum	450,000	450,000
Solid Waste Disposal	Take Pride Winnipeg - General operating	183,000	183,000
Public Works	Take Pride Winnipeg - Cleaner Greener Winnipeg*	27,000	27,000
	Sub-Total	**1,268,143**	**1,268,143**

* Includes Community Partnerships

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Annual Grant Agreements		
City Clerks	Take Pride Winnipeg - Team Up to Clean Up & mural program*	$ 20,000	$ 20,000
Public Works	Take Pride Winnipeg - Graffiti Control*	20,000	20,000
Museums	Transcona Historical Museum Inc	155,000	155,000
Museums	Ukrainian Cultural and Educational Centre	15,000	15,000
Waterworks	University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	30,000	30,000
Community Services	University of Winnipeg - "youthunited@winnipeg"	160,000	200,000
Parking Authority	West End Biz - Parking infrastructure maintenance*	32,500	32,500
Public Works	West End Biz - Biz zone cleanliness*	8,000	8,000
City Clerks	Winnipeg Arts Council Grants	4,645,319	4,645,319
City Clerks	Winnipeg Art Gallery - Inuit Art Centre	1,000,000	1,000,000
Transit	Winnipeg Harvest	50,000	50,000
Planning, Property & Development	Winnipeg Housing Rehabilitation Corporation	180,000	180,000
City Clerks	Winnipeg Parade Committee - Santa Claus Parade	20,000	20,000
Community Services	Winnipeg Public Library Board	79,315	79,315
Community Services	The W.R.E.N.C.H	10,000	10,000
	Category Sub-Total	**19,852,439**	**19,525,405**

* Includes Community Partnerships

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Multi-Year Arrangements		
Community Services	Assiniboine Park Conservancy	$ 10,840,000	$ 10,876,000
Waterworks	Band 40 Aboriginal Youth Scholarship	4,000	4,000
Planning, Property & Development	CentreVenture - Youth for Christ building	241,597	241,597
Community Services	East End Community Centre	190,000	190,000
Community Services	Garden City Community Centre	358,929	358,929
Assessment & Taxation	True North - Refund of Business Tax	244,000	244,000
Assessment & Taxation	True North - Refund of Entertainment Funding Tax**	7,000,000	7,650,000
Community Services	United Way Winnipeg - Plan to End Homelessness (annual grant ending in 2019)	150,000	150,000
Public Works	University of Manitoba - Research Chair in Municipal Infrastructure (annual grant ending in 2020)	50,000	50,000
Assessment & Taxation	Winnipeg Football Club Entertainment Funding Tax Refund**	1,400,000	1,850,000
Assessment & Taxation	Winnipeg Goldeyes - Refund of Entertainment Funding Tax**	270,000	300,000
Assessment & Taxation	Winnipeg Goldeyes - Grant for Municipal Property Tax	36,000	42,400
Animal Services	Winnipeg Humane Society (WHS)	652,273	652,273
Police Service	Winnipeg Police Museum	18,000	18,000
	Category Sub-Total	**21,454,799**	**22,627,199**

* Includes Community Partnerships.

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

Department	Organization	2017 Budget (Restated)	2018 Preliminary
	Other Programs		
Mayor's Office	Civic Initiatives, Promotional and Protocol	$ 513,000	$ 503,000
Public Works	Graffiti Control Partner Funding Allocation*	210,000	210,000
City Clerks	Local Grants (Per Capita Grants)	167,481	167,481
Assessment & Taxation	Minimal Municipal Services	310,000	310,000
Public Works	Province of Manitoba (Off The Wall Program) - Graffiti Control*	10,000	10,000
Transit	Transit Community Events Support	24,300	24,300
Animal Services	Estimated grants in support of cat spay and neuter programs	176,525	176,525
Municipal Accommodations	Winnipeg Soccer Federation	27,145	27,145
	Category Subtotal	**1,438,451**	**1,428,451**
	Cumulative Total	**$ 42,745,689**	**$ 43,581,055**

THE CITY OF WINNIPEG
2018 Preliminary Operating Budget

Indigenous Youth Strategy:	2017 Budget (Restated)	2018 Preliminary
- Indigenous Leadership Development Institute Indigenous Construction Technology Program	$ 99,370	$ 99,370
- Assembly of Manitoba Chiefs - Eagle's Nest Youth Centre	146,500	146,500
- Boys and Girls Club - Youth Recreation Activity Worker Program	20,000	20,000
- Broadway Neighbourhood Centre - Just TV	41,380	41,380
- Ka Ni Kanichihk Inc. - Honouring our Gifts	131,230	131,230
- Ma Mawi Wi Chi Itata Centre - The Future is Yours	107,331	107,331
- Ndinaweaaganag Endaawaad Inc. - Youth Resource Centre Recreation Program	51,000	51,000
- Spence Neighbourhood Association - First Jobs 4 Youth Project	36,174	36,174
- Resource Assistance for Youth - Growing Opportunities	82,745	82,745
- Internal City of Winnipeg Projects	284,270	284,270
- Infrastructure training/apprenticeship program*	250,000	250,000
Total Indigenous Youth Strategy	**$ 1,250,000**	**$ 1,250,000**

*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.

Appendix 3

Reserves - Budget Summary

(in $000's)	2017 Forecast	2018 Preliminary Budget				Estimated Closing Balance *
		Revenue	Expenditures			
			Debt and Finance	Other	Total Expenses	
Stabilization Reserve						
Financial Stabilization	64,770	648	259	-	259	65,159
Subtotal	64,770	648	259			65,159
Capital Reserves						
Watermain Renewal	6,133	17,578	33	16,500	16,533	7,178
Sewer System Rehabilitation	113	18,001	-	18,000	18,000	113
Environmental Projects	61,078	24,066	294	13,268	13,562	71,583
Brady Landfill Site Rehabilitation	7,135	514	23	100	123	7,527
Waste Diversion	6,204	27	24	105	129	6,102
Golf Course	-	-	-	-	-	-
Computer Replacement	769	786	3	482	485	1,070
Transit Bus Replacement	1	1,442	4	1,437	1,441	2
Southwest Rapid Transit Corridor	3,845	11	10	1,300	1,310	2,546
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	4,751	5,323	20	350	370	9,704
Federal Gas Tax	6,117	44,423	-	39,126	39,126	11,414
Local Street Renewal	52	29,770	1,472	28,298	29,770	52
Regional Street Renewal	148	25,271	1,333	23,938	25,271	148
Impact Fee	2,000	11,009	-	-	-	13,009
Subtotal	98,346	178,221	3,216	142,904	146,120	130,448
Special Purpose Reserves						
Workers Compensation	4,287	1,401	17	4,382	4,399	1,289
Brookside Cemetery	16,779	780	69	291	360	17,199
St. Vital Cemetery	1,183	62	5	15	20	1,225
Transcona Cemetery	828	45	3	12	15	858
Insurance	3,657	16	15	-	15	3,658
Contributions in Lieu of Land Dedication	9,590	1,526	39	992	1,031	10,085
Land Operating	11,235	13,970	47	12,595	12,642	12,563
Commitment	2,528	2,270	-	2,528	2,528	2,270
Heritage Investment	2,297	1,806	11	1,835	1,846	2,257
Housing Rehabilitation Investment	2,729	6,768	12	6,783	6,795	2,702
Economic Development Investment	1,181	4,869	9	3,799	3,808	2,242
General Purpose	61	-	-	-	-	61
Multi-Family Dwelling Tax Investment	3,677	441	10	2,928	2,938	1,180
Insect Control	3,000	11	10	1,000	1,010	2,001
Permit	1,609	5	4	1,000	1,004	610
Destination Marketing	14,925	9,517	2,241	5,670	7,911	16,531
Subtotal	79,566	43,487	2,492	43,830	46,322	76,731
Total	**242,682**	**222,356**	**5,967**	**186,734**	**192,701**	**272,338**

* Estimated closing balance may not result in the 2017 Forecast plus revenue less expenditures due to rounding.

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Appendix 4

Tax Supported Transfers From Other Funds

Transfers from Other Funds	2017 Adopted *Restated* [1]	2018 Preliminary	Variance
General Purpose Reserve.	$ 9,500,000	$ -	$ (9,500,000)
Financial Stabilization Reserve.	5,000,000	-	(5,000,000)
Insect Control Reserve.	400,000	1,000,000	600,000
Workers Compensation Reserve.	1,000,000	3,000,000	2,000,000
Permit Reserve.	600,000	1,000,000	400,000
Perpetual Maintenance Reserve.	298,960	317,397	18,437
Housing Rehabilitation Investment Reserve.	575,751	587,330	11,579
Land Operating Reserve.	235,000	2,535,000	2,300,000
Destination Marketing Reserve.	60,000	80,406	20,406
Municipal Accommodations.	10,808,222	11,956,775	1,148,553
Transit	-	1,300,000	1,300,000
Parking Authority	-	595,000	595,000
For 311 Contact Centre services provided.	1,450,046	1,451,235	1,189
Business Technology Services (BTS) transfers.	145,838	145,838	-
Total	**$ 30,073,817**	**$ 23,968,981**	**$ (6,104,836)**

1. Land Drainage transferred to the Water and Waste utility.

Appendix 5A

Transfer to Capital Reconciliation

Departments	2017 Adopted Budget	2018 Preliminary Budget	Variance
Winnipeg Police Service	$ 3,075,000	$ 3,277,000	$ 202,000
Public Works	17,164,000	16,107,000	(1,057,000)
Fire Paramedic Service	5,211,000	-	(5,211,000)
Community Services	8,131,000	2,341,000	(5,790,000)
Planning, Property and Development	2,480,000	-	(2,480,000)
Water and Waste (Land Drainage)	5,595,000	-	(5,595,000)
Corporate Support Services	3,245,000	-	(3,245,000)
Assessment and Taxation/Local Improvements	1,470,000	-	(1,470,000)
City Clerks	2,100,000	-	(2,100,000)
Total tax supported	**$ 48,471,000**	**$ 21,725,000**	**$ (26,746,000)**
Transit	1,986,000	607,000	(1,379,000)
Municipal Accommodations	5,192,000	1,012,000	(4,180,000)
Total City Transfer to Capital	**$ 55,649,000**	**$ 23,344,000**	**$ (32,305,000)**
Corporate - Savings from capital closure	(2,000,000)	(1,512,234)	487,766
TOTAL	**$ 53,649,000**	**$ 21,831,766**	**$ (31,817,234)**

Notes:

1. 2017 transfers to capital are based on the 2017 Adopted Capital Budget adjusted for assumed provincial funding. 2018 transfers are based on the 2018 Preliminary Budget. No adjustment for Provincial funding is required in 2018 as provincial allocations have been specifically identified.

2. Public Works transfer to capital excludes transfers to the regional and local streets reserves (2017 - $44.240 million and 2018 - $55.040 million) and transfer to capital - frontage levy of $10 million.

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

Tax Supported:	
a) Tax supported savings transferred to Regional Streets Renewal Program (2018 - $11.5 million, 2017 - $11 million, 2016 - $11 million, and 2015 - $6.5 million, a total of $40 million has been invested).	500,000
b) Land Drainage expenditures, including Transfer to Capital are no longer reported in the Tax Supported Budget effective January 1, 2018. Budgets are included in the Land Drainage Utility Fund, Water and Waste Department, consistent with Council approval on March 22, 2017.	(5,595,000)
c) transfer to capital reduction	(21,651,000)
d) Corporate - difference in savings from capital closure	487,766
Total Tax Supported	(26,258,234)
Utility - transfer to capital year over year change:	
Transit	(1,379,000)
Municipal Accommodations	(4,180,000)
Total City Transfer to Capital change	**(31,817,234)**

Appendix 5B

2018 Operating Budget Reconciliation
Variances Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2017 Adopted Budget	2018 Preliminary Budget	Year over Year: Transfer to Capital: Cash to Capital Variance	Year over Year: Transfer to Capital: Frontage Levy / Reserves Variance	Year over Year: Other Variances
Expenditures:					
Departmental:					
Police Service	$ 288,000,280	**$ 291,449,496**	$ 202,000		$ 3,247,216
Public Works	229,990,833	**241,374,571**	(1,057,000)	10,800,000	1,640,738
Fire Paramedic Service	199,219,481	**193,457,211**	(5,211,000)		(551,270)
Community Services	114,891,529	**109,946,115**	(5,790,000)		844,586
Planning, Property and Development	45,597,686	**40,429,758**	(2,480,000)		(2,687,928)
Water and Waste	20,604,475	**22,335,314**			1,730,839
Street Lighting	13,398,809	**13,305,829**			(92,980)
Corporate Support Services	35,995,704	**34,810,749**	(3,245,000)		2,060,045
Assessment and Taxation	20,855,802	**22,432,561**	(1,470,000)		3,046,759
Corporate Finance	9,073,426	**9,112,428**			39,002
City Clerks	14,946,733	**13,161,023**	(2,100,000)		314,290
Other departments	16,048,156	**16,521,299**			473,143
Sub-total Departmental	$ 1,008,622,914	**$ 1,008,336,354**	$ (21,151,000)	$ 10,800,000	$ 10,064,440
Corporate:					
Debt and finance charges	$ 567,892	**$ 518,189**			$ (49,703)
Taxes	10,734,993	**11,065,558**			330,565
Insurance and damage claims	3,838,052	**3,585,356**			(252,696)
Contribution to Transit	55,125,727	**65,404,784**			10,279,057
Other	(11,069,322)	**(7,822,479)**	487,766		2,759,077
Sub-total Corporate	$ 59,197,342	**$ 72,751,408**	$ 487,766	$ -	$ 13,066,300
Total Expenditures	**$ 1,067,820,256**	**$ 1,081,087,762**	**$ (20,663,234)**	**$ 10,800,000**	**$ 23,130,740**

Notes:

1. Public Works' transfer to capital variance includes transfers to the regional and local street renewal reserves of $10.80 million (2017 - $44.24 million and 2018 - $55.04 million). The transfer to capital - frontage levy is budgeted at $10 million for each of 2018 and 2017.

2. 2017 Adopted Budget expenditures restated due to Council approved transfer (March 22, 2017) of Land Drainage to Water and Waste Utility.

Year Over Year Cash to Capital Variance:

Total as per above	(20,663,234)
Land Drainage	(5,595,000)
Total Year Over Year Variance - Tax Supported	**(26,258,234)**

Appendix 5C

2018 Operating Budget Reconciliation
Budget Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2017 Net Budget	2018 Net Budget	Variance
Expenditures:			
Departmental:			
Police Service	$ 284,925,280	$ 288,172,496	$ 3,247,216
Public Works	158,586,833	160,227,571	1,640,738
Fire Paramedic Service	194,008,481	193,457,211	(551,270)
Community Services	106,760,529	107,605,115	844,586
Planning, Property and Development	43,117,686	40,429,758	(2,687,928)
Water and Waste	20,604,475	22,335,314	1,730,839
Street Lighting	13,398,809	13,305,829	(92,980)
Corporate Support Services	32,750,704	34,810,749	2,060,045
Assessment and Taxation	19,385,802	22,432,561	3,046,759
Corporate Finance	9,073,426	9,112,428	39,002
City Clerks	12,846,733	13,161,023	314,290
Other departments	16,048,156	16,521,299	473,143
Sub-total Departmental	$ 911,506,914	$ 921,571,354	$ 10,064,440
Corporate:			
Debt and finance charges	$ 567,892	$ 518,189	$ (49,703)
Taxes	10,734,993	11,065,558	330,565
Insurance and damage claims	3,838,052	3,585,356	(252,696)
Contribution to Transit	55,125,727	65,404,784	10,279,057
Other	(9,069,322)	(6,310,245)	2,759,077
Sub-total Corporate	$ 61,197,342	$ 74,263,642	$ 13,066,300
Total Expenditures before Transfer to the General Capital Fund	**$ 972,704,256**	**$ 995,834,996**	**$ 23,130,740**
Capital:			
Transfer to Capital Tax Supported	31,876,000	10,225,000	(21,651,000)
Incremental Transfer to Capital	11,000,000	11,500,000	500,000
Transfer to Regional Street Renewal Reserve	19,870,000	25,270,000	5,400,000
Transfer to Local Street Renewal Reserve	24,370,000	29,770,000	5,400,000
Transfer to Capital - Frontage Levy	10,000,000	10,000,000	-
Capital Closing Surplus	(2,000,000)	(1,512,234)	487,766
Total Transfer to the General Capital Fund	**$ 95,116,000**	**$ 85,252,766**	**$ (9,863,234)**
Total Expenditures	**$ 1,067,820,256**	**$ 1,081,087,762**	**$ 13,267,506**

Cash to Capital Surpluses - 2017 Capital Review
Tax Supported Summary

	2017
Total for tax supported departments	
Balance prior to cash to capital surpluses from 2017 capital review	$ 1,115,364
Cash to capital surpluses from 2017 capital review (see detailed list on the following pages)	3,296,335
Total Cash to Capital Surpluses after 2017 Capital Review	**$ 4,411,699**
Use of Cash to Capital Surpluses	
Approved transfer to Tache Promenade (Council Minute September 27, 2017)	$ 1,965,000
Amounts to be utilized for existing capital projects	683,084
Amount to be utilized in the 2018 capital budget	250,000
Amount utilized to reduce transfer to General Capital Fund in the 2018 tax supported operating budget	1,512,234
Amount retained in Corporate non-specified capital account (see note below)	1,381
Total	**$ 4,411,699**

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 - 2017 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Plessis Road Twinning and Grade Separation at CN Rail	2012	$ 820,000
Chief Peguis Trail - Roundabout	2014	87,062
Developer Payback - AG 30/12	2015	46,840
SMIR (Strategic Municipal Infrastructure Research) - Curing Efficiency	2015	4,492
Traffic Engineering Improvements	2015	370,138
Traffic Signals - Jefferson Avenue and Adsum Drive	2015	185,355
Additional cash to capital surplus from previously closed capital projects *		237,386
Total Public Works		**1,751,273**
Municipal Accommodations & Planning, Property and Development		
Recreation and Leisure Facilities - St. James - Brooklands Ward	2013	12,335
Recreation and Leisure Facilities - Mynarski Ward	2013	5,775
Recreation and Leisure Facilities - Point Douglas Ward	2013	948
Energy Conservation	2014	249,432
Arenas	2014	15,527
Machray Park Splash Pad	2014	39,619
Energy Conservation	2015	100,000
Former St. Vital Fire Hall Structural	2015	112,100
Tenant Improvement Prepayment	2015	73,138
Security / Building Automation	2015	75,609
City-Wide Accessibility Program	2015	11,126
Building Communities - Residential Beautification Program	2010	87,500
Building Communities - Charleswood - Tuxedo Ward	2013	8,657
Building Communities - Mynarski Ward	2013	5,121
Building Communities - St. Charles Ward	2013	3,202
Building Communities - St. Norbert Ward	2013	12,992
Building Communities - St. Vital Ward	2013	51,234
Land Acquisition - Unspecified	2015	108,772
Mayfair Recreation Centre Redevelopment	2016	163,048
Additional cash to capital surplus from previously closed capital projects *		46,482
Total Municipal Accommodations & Planning, Property and Development		**1,182,618**

* From analysis undertaken for Provincial MWIF (Manitoba Winnipeg Infrastructure Fund) reallocation request, additional cash to capital surplus realized.

Cash to Capital - 2017 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Community Services		
Library Facility Redevelopment - St. Vital Library	2013	200,000
Technology Upgrade and Replacement Program	2014	263
Total Community Services		**200,263**
Winnipeg Police Service		
Tech Crimes and TSU (Technical Surveillance Unit) Storage System	2013	25,529
Police Communications Centre Main / Alternate	2014	3,790
Police Divisions Systems Upgrades - ITSD (Information Technology Solutions Department) Requirements	2014	289
Security and Card Access	2014	1,952
Police Headquarters Building Systems Safeguards	2015	6,461
Total Winnipeg Police Service		**38,021**
Fire Paramedic Service		
Station Capital Maintenance	2015	26,994
Total Fire Paramedic Service		**26,994**
Corporate Support Services		
Communications Systems Evergreening (represents cash to capital investment)	2010	(25,715)
Communications Network Infrastructure - TeraSpan Remediation and Mitigation	2015	2,653
TeraSpan Fibre Ring Renewal	2015	481
Enterprise Computing Initiatives	2016	7,096
Aerial Imagery Renewal Program	2016	4,864
Software Renewal Program	2016	10,621
Total Corporate Support Services		**-**
Assessment and Taxation (Local Improvements)		
Point Hebert Boulevard - 25 feet St. Joseph	2014	15,000
Perfanick Drive Boulevard - 17.5 feet North side	2014	7,015
Perfanick Drive Boulevard - 17.5 feet South side	2014	7,904
Perfanick Drive Boulevard - 20.5 feet North Side	2014	2,371
Perfanick Drive Boulevard - 20.5 feet South Side	2014	3,557
Point Hebert Boulevard - Trees St. Joseph	2014	740
Total Assessment and Taxation (Local Improvements)		**36,587**
Corporate Finance		
Study for City-Wide Project Management IT (Information Technology) Solution	2015	60,579
Total Corporate Finance		**60,579**
Net cash to capital surpluses from 2017 capital review - tax supported departments		**$ 3,296,335**

Appendix 6

Tax Supported Savings Transferred to Regional Streets Renewal Program

	Department	Description	2018
1	**Public Works**	Insect Control Reserve surplus.	$ 1,000,000
2	**Planning, Property & Development**	Permit Reserve surplus.	1,000,000
		Land Operating Reserve surplus.	2,300,000
		One year deferral on incremental taxes transferred to the Multi-Family Dwelling Tax Investment Reserve. Analysis of the reserve balance indicates tax grants paid out of the Reserve have been less than previously budgeted.	1,571,511
3	**Assessment and Taxation**	2018 Value Added program.	781,386
4	**Corporate Finance**	Workers Compensation Reserve surplus.	1,000,000
5	**Corporate**	Efficiencies target held corporately.	3,847,103
	Total		**$ 11,500,000**

2018 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2017 ($)	Proposed Rate ($)	Units
GST and PST excluded			
Assessment and Taxation			
Tax penalty interest (Effective July 1, 2018)			
Monthly interest on tax arrears - Property Taxes	2.25%	2.50%	per month
Monthly interest on tax arrears - Business Taxes	2.25%	2.50%	per month
Other Penalties / Accommodation tax and tax sale properties	2.25%	2.50%	per month
Tax Installment Payment Plan (TIPP) (Effective July 1, 2018)	0.80	1.00	per month
Property & business tax fees for service			
Tax sale redemption certificates	23.00	50.00	per account
Winnipeg Transit (Effective January 1, 2018)			
Full Fares			
Cash Fare	2.70	2.95	each
E-Cash/Ticket/Token	2.35	2.60	each
24 Hour Pass	8.70	9.65	each
3 Day Pass	17.65	19.50	each
5 Day Pass	21.15	23.40	each
7 Day Pass	23.50	26.00	each
14 Day Pass	43.50	48.10	each
21 Day Pass	64.65	71.50	each
28 Day Pass	83.45	92.30	each
Monthly Pass	90.50	100.10	each
Annual Pass	1,001.40	1,107.60	each
Post Secondary Fare			
28 Day Pass	66.75	73.85	each
Monthly Pass	72.40	80.10	each
Semester Pass	246.10	272.25	each
Annual Pass	801.00	886.20	each
Youth Fares - high school student/children (age 6-16)			
Cash	2.20	2.45	each
E-Cash/Ticket	1.64	1.82	each
24 Hour Pass	6.05	6.75	each
3 Day Pass	12.30	13.65	each
5 Day Pass	14.75	16.40	each
7 Day Pass	16.40	18.20	each
14 Day Pass	30.35	33.65	each
21 Day Pass	45.10	50.05	each
28 Day Pass	58.25	64.60	each
Monthly Pass	63.15	70.10	each
Annual Pass	699.00	775.32	each

2018 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2017 ($)	Proposed Rate ($)	Units
GST and PST excluded			
Seniors Fares			
Cash	2.20	2.45	each
E-Cash/Ticket	1.18	1.30	each
24 Hour Pass	4.35	4.85	each
3 Day Pass	8.85	9.75	each
5 Day Pass	10.60	11.70	each
7 Day Pass	11.75	13.00	each
14 Day Pass	21.75	24.05	each
21 Day Pass	32.35	35.75	each
28 Day Pass	41.75	46.15	each
Monthly Pass	45.25	50.05	each
Annual Pass	500.70	553.80	each
Handi Transit Fares			
Full Fare Cash	2.70	2.95	each
Full Fare Monthly Pass	90.50	100.10	each
Full Fare E-cash	2.35	2.60	each
Senior E-cash	1.18	1.30	each
Post Secondary pass	72.40	80.10	each
Senior Monthly pass	45.25	50.05	each
Handi Transit Driver Training (Effective January 1, 2018)	200.00	230.00	per course
Effective January 1, 2019		265.00	per course
Effective January 1, 2020		300.00	per course
Solid Waste Collection and Disposal Utility (Effective March 1, 2018)			
Disposal			
Residential solid waste delivered to Brady Road 4R Winnipeg Depot	63.00/tonne with a 15.00 minimum	64.00/tonne with a 20.00 minimum	per tonne
Commercial solid waste delivered to Brady Road Resource Management Facility	72.00/tonne with a 15.00 minimum	78.00/tonne with a 20.00 minimum	per tonne
Asbestos delivered to Brady Road Resource Management Facility	168.00/tonne with a 15.00 minimum	170.00/tonne with a 20.00 minimum	per tonne
Dead animal stock delivered to Brady Road Resource Management Facility pursuant to agreements with the City	72.00/tonne with a 15.00 minimum	78.00/tonne with a 20.00 minimum	per tonne

2018 Fees and Charges Schedule
Increases Greater Than Inflation

Fee Name and Description	Rate 2017 ($)	Proposed Rate ($)	Units
GST and PST excluded			
Solid waste from municipalities outside the City of Winnipeg delivered to Brady Road Resource Management Facility pursuant to agreements with the City	72.00/tonne with a 15.00 minimum	78.00/tonne with a 20.00 minimum	per tonne
Registered charitable organizations demonstrating 70% diversion	25.50/tonne with a 15.00 minimum	27.00/tonne with a 20.00 minimum	per tonne
Additional Collection Service Fees			
Extra Garbage bags (surplus waste) that do not fit in containers - up to 3 standard-sized garbage bags	15.00	20.00	Per pickup
Winnipeg Parking Authority (Effective April 1, 2018)			
Meter - on street daytime			
Casual each hour, low demand zone	1.00	2.00	per hour
Casual each hour, high demand zone	2.00	3.00	per hour
Early payment reduction	50% of citation if paid within 15 days	25% of citation if paid within 15 days	per citation

Negotiated 2018 Collective Agreement Savings

Bargaining Group	(in millions of $) Savings [1]
Tax Supported, Transit and Municipal Accommodations	
Canadian Union of Public Employees (CUPE)	$ 5.6
Winnipeg Police Association (WPA)	8.8
United Fire Fighters of Winnipeg (UFFW)	5.4
	$ 19.8
Water and Waste Utilities and Special Operating Agencies	
Canadian Union of Public Employees (CUPE)	**$ 1.4**

1. This appendix captures the estimated 2018 financial impact of the major negotiated collective agreements in 2017. Any additional budget implications (for example, change in vacancy management and operational efficiencies) may impact amounts budgeted for these unions.

2. Includes salaries and basic benefits such as CPP, EI, pension, group insurance and other salary related costs (overtime, standby pay, etc.).

Appendix 9

THE CITY OF WINNIPEG
2017 Consolidated Budget

(in thousands of dollars)	2017	2016	Change
Revenues			
Taxation	$ 714,901	$ 694,870	$ 20,031
Sale of services and regulatory fees	606,829	577,572	29,257
Government transfers	193,403	188,775	4,628
Investment income	28,131	29,648	(1,517)
Land sales and other revenue	29,964	28,854	1,110
Total Revenues	1,573,228	1,519,719	53,509
Expenses			
Protection and community services	525,443	510,656	14,787
Utility operations	419,283	401,529	17,754
Public works	342,517	334,674	7,843
Property and development	147,426	154,507	(7,081)
Finance and administration	89,304	82,866	6,438
Civic corporations	70,466	68,602	1,864
General government	51,329	44,502	6,827
Total Expenses	1,645,768	1,597,336	48,432
Deficiency Revenues Over Expenses Before Other	(72,540)	(77,617)	5,077
Other			
Government transfers related to capital	176,636	146,205	30,431
Developer contributions-in-kind related to capital	88,465	87,700	765
	265,101	233,905	31,196
Excess Revenues Over Expenses	$ 192,561	$ 156,288	$ 36,273

THE CITY OF WINNIPEG
2017 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 728,105	$ (13,204)	$ 714,901
Sale of services and regulatory fees	628,886	(22,057)	606,829
Government transfers	191,233	2,170	193,403
Land sales and other revenue	337,222	(307,258)	29,964
Investment income	39,660	(11,529)	28,131
Total Revenues	**1,925,106**	**(351,878)**	**1,573,228**
Expenses			
Protection and community services	606,972	(81,529)	525,443
Utility operations	623,307	(204,024)	419,283
Public works	404,540	(62,023)	342,517
Property and development	173,243	(25,817)	147,426
Finance and administration	123,984	(34,680)	89,304
Civic corporations	-	70,466	70,466
General government	59,197	(7,868)	51,329
Total Expenses	**1,991,243**	**(345,475)**	**1,645,768**
(Deficiency) Revenues Over Expenses Before Other	**(66,137)**	**(6,403)**	**(72,540)**
Other			
Government transfers related to capital			
Province of Manitoba	-	105,538	105,538
Federal gas tax	41,951	-	41,951
Other capital funding	-	29,147	29,147
Total government transfers related to capital	41,951	134,685	176,636
Developer contributions-in-kind related to capital	-	88,465	88,465
	41,951	**223,150**	**265,101**
Excess/(Deficiency) Revenues Over Expenses	**$ (24,186)**	**$ 216,747**	**$ 192,561**

* The Adopted Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,079,509	1,079,509	-
- Utilities	620,761	581,543	39,218
- Special Operating Agencies	71,464	73,342	(1,878)
- Reserves	195,323	256,849	(61,526)
Total	1,967,057	1,991,243	(24,186)

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

Revenues	
1. Eliminate inter-fund transfers.	(505,079)
2. Eliminate fleet charges paid by City entities.	(46,443)
3. Eliminate grants to Civic Corporations.	(15,904)
4. Eliminate property taxes paid by City entities.	(15,678)
5. Eliminate water revenue paid by City entities.	(3,320)
6. Eliminate general government charges.	(3,701)
7. Include capital related revenue not included in the Other category.	181,664
8. Include revenue for Civic Corporations.	54,133
10. Other.	2,450
	(351,878)
Expenses	
1. Eliminate inter-fund transfers.	(617,539)
2. Eliminate fleet charges paid by City entities.	(46,443)
3. Eliminate grants paid to Civic Corporations.	(15,803)
4. Eliminate principal payments in Utilities & Other Funds.	(14,024)
5. Eliminate property taxes paid by City entities.	(15,677)
6. Eliminate water expense paid by City entities.	(3,320)
7. Eliminate general government charges.	(3,701)
8. Include capital expenses.	278,378
9. Include expenses for Civic Corporations.	55,227
10. Increase in liability for environmental issues, vacation and workers' compensation.	18,534
11. Include amortization for Civic Corporations.	14,299
12. Change in sinking fund position.	1,057
13. Other.	3,537
	(345,475)
Other	
Include estimates for revenue related to capital funding from government and developers.	223,150

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

(For the year ended December 31 in thousands of dollars)	2017	2016	Change
Excess Revenues Over Expenses	**$ 192,561**	**$ 156,288**	**$ 36,273**
Amortization of tangible capital assets	**246,784**	**236,040**	**10,744**
Proceeds on disposal of tangible capital assets	**5,340**	**5,044**	**296**
Loss on sale of tangible capital assets	**1,682**	**2,513**	**(831)**
Change in inventories, prepaid expenses and deferred charges	**(1,021)**	**(1,200)**	**179**
Tangible capital assets received as contributions	**(88,465)**	**(87,700)**	**(765)**
Acquisition of tangible capital assets	**(536,134)**	**(581,939)**	**45,805**
Decrease in Net Financial Assets	**(179,253)**	**(270,954)**	**91,701**
Net Financial Liabilities, Beginning of Year	**(855,752)**	**(584,798)**	**(270,954)**
Net Financial Liabilities, End of Year	**$ (1,035,005)**	**$ (855,752)**	**$ (179,253)**

Winnipeg

The City of Winnipeg

CAPITAL PROJECTS SUMMARY

2018
Preliminary Capital Budget

and

2019 to 2023
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 Summary for 2018 to 2023, tax supported capital projects are financed by cash to capital unless another funding source is disclosed for the project.
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 $)	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
SUMMARY OF CAPITAL PROGRAM								
Public Works	147,024	164,726	155,176	175,488	166,094	187,116	204,053	1,052,653
Land Drainage and Flood Control - General Capital Fund	8,895							
Community Services and Community Incentive Grants	21,525	20,420	30,545	8,416	24,497	14,915	12,356	111,149
Winnipeg Police Service	23,585	3,277	3,590	1,625	8,810	2,958	5,789	26,049
Fire Paramedic Service	5,211	4,093	11,240	6,797	4,512	14,494	11,315	52,451
Planning, Property and Development	10,119	1,725	2,913	2,692	2,702	2,337	1,299	13,668
City Clerks	2,100	700	1,000	1,000	1,200	2,400	1,150	7,450
Corporate Support Services	4,317	9,567	3,651	2,951	2,935	5,614	3,644	28,362
Assessment and Taxation	3,870	2,408	3,350	2,600	3,350	2,750	2,400	16,858
Other Projects	192							
Total Tax Supported	226,838	206,916	211,465	201,569	214,100	232,584	242,006	1,308,640
Municipal Accommodations	9,182	7,463	16,495	6,375	7,993	4,881	5,729	48,936
Transit	81,536	31,863	36,556	29,176	38,132	37,952	40,397	214,076
Total Tax Supported, Transit and Municipal Accommodations	317,556	246,242	264,516	237,120	260,225	275,417	288,132	1,571,652
Self-Supporting Utilities								
Waterworks System	49,383	28,483	37,059	29,212	30,275	23,115	24,925	173,069
Sewage Disposal System	57,836	68,360	55,222	56,628	54,817	87,488	64,224	386,739
Solid Waste Disposal System	8,134	4,510	3,582	420	2,289	4,436	3,481	18,718
Land Drainage and Flood Control		9,790	7,940	7,450	3,200	5,070	4,600	38,050
Total Self-Supporting Utilities	115,353	111,143	103,803	93,710	90,581	120,109	97,230	616,576
Special Operating Agencies								
Winnipeg Golf Services			1,000					1,000
Total Special Operating Agencies			1,000					1,000
TOTAL CAPITAL PROGRAM	432,909	357,385	369,319	330,830	350,806	395,526	385,362	2,189,228

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
SUMMARY OF FINANCING SOURCES								
Cash to Capital	55,649	23,344	65,888	67,208	71,678	72,278	72,278	372,674
Frontage Levy	10,000	10,000	10,000	7,877	4,575	10,000	10,000	52,452
Public Private Partnership Annual Service / Financing Payments	(28,328)	(28,320)	(26,484)	(37,509)	(37,864)	(38,019)	(38,222)	(206,418)
Reserves:								
- Transit Bus Replacement	3,938	1,437	4,603	1,078	11,773	12,640	14,000	45,531
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	350	350	1,780	14,460	14,720	14,760	14,880	60,950
- Water Main Renewal	18,500	16,500	16,500	18,000	19,000	19,500	20,000	109,500
- Sewer System Rehabilitation	18,800	18,200	17,500	18,500	19,500	20,000	20,500	114,200
- Environmental Projects	8,180	26,098	23,603	26,108	25,612	28,118	27,624	157,163
- Brady Landfill Rehabilitation Reserve	96	210	225	220	285	4,436	200	5,576
- Waste Diversion	150	700	250					950
- Land Operating	3,240	5,000	965	2,665	2,665	965	155	12,415
- Contributions in Lieu of Land Dedication	50							
- Computer Replacement	306	126		608	146			880
- Insurance Reserve (Proceeds)		250						250
- Local Street Renewal	23,278	28,298	33,798	39,498	45,398	51,498	62,038	260,528
- Regional Street Renewal	18,937	23,938	29,438	35,138	41,038	47,138	48,998	225,688
- Economic Development Investment	2,049	2,444	1,874	1,880				6,198
Interim Financing (Repayment)	1,630	1,005	(4,095)	(4,350)	(3,272)	(423)		(11,135)
Contributions from Other Levels of Government:								
- Federal Gas Tax	36,016	39,126	55,385	43,948	43,948	43,948	43,948	270,303
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132					1,132
- Veterans Affairs Canada	200	150	150	150	170	164	157	941
- Public Transit Infrastructure Fund (Federal Government)	38,475	11,925						11,925
- Public Transit Infrastructure Fund (Provincial Government)		5,648						5,648
- Province of Manitoba Roads		50,000	50,000	50,000	50,000	50,000	50,000	300,000
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	38,166							
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000							
- Provincial Road Investment Fund	9,000							
- Building Manitoba Fund: 2017 Public Works $14 million, Transit $3.840 million	17,840							
- Transfer from Other Capital Accounts / Surplus Capital: Manitoba Winnipeg Infrastructure Agreement	15,742	100						100

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Other Funders:								
- Developer Funding / Developer Capacity Charges	3,250	3,100	2,200	1,500				6,800
- St. James 55+ Centre (Winnipeg Foundation)	250	(250)						(250)
- Winnipeg Arts Council	200							
- Winnipeg Foundation	1,103							
- Sponsorship / Sponsor Winnipeg	95	95	95	95				285
- External Funding (Sewer)		250						250
Retained Earnings - Transit	8,395							
Retained Earnings - Utilities	28,925	33,928	37,785	23,432	22,984	42,985	24,306	185,420
Transfer from Sewage Disposal System Fund		6,690	5,740	5,950	3,200	5,070	4,600	31,250
External Debt	36,283	48,249	38,824	14,374	15,250	10,468	9,900	137,065
Internal Financing		22,143	2,000					24,143
Transfers from Other Capital Accounts / Surplus Capital	57,144	6,651	163					6,814
TOTAL CAPITAL PROGRAM	432,909	357,385	369,319	330,830	350,806	395,526	385,362	2,189,228

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
FINANCING SOURCES								
Tax Supported, Transit and Municipal Accommodations								
Cash to Capital	55,649	23,344	64,888	67,208	71,678	72,278	72,278	371,674
Frontage Levy	10,000	10,000	10,000	7,877	4,575	10,000	10,000	52,452
Public Private Partnership Annual Service / Financing Payments	(28,328)	(28,320)	(26,484)	(37,509)	(37,864)	(38,019)	(38,222)	(206,418)
Reserves:								
- Transit Bus Replacement	3,938	1,437	4,603	1,078	11,773	12,640	14,000	45,531
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	350	350	1,780	14,460	14,720	14,760	14,880	60,950
- Economic Development Investment	2,049	2,444	1,874	1,880				6,198
- Land Operating	3,240	5,000	965	2,665	2,665	965	155	12,415
- Contributions in Lieu of Land Dedication	50							
- Computer Replacement	306	126		608	146			880
- Insurance Reserve (Proceeds)		250						250
- Local Street Renewal	23,278	28,298	33,798	39,498	45,398	51,498	62,038	260,528
- Regional Street Renewal	18,937	23,938	29,438	35,138	41,038	47,138	48,998	225,688
Interim Financing (Repayment)	1,630	1,005	(4,095)	(4,350)	(3,272)	(423)		(11,135)
Contributions from Other Levels of Government:								
- Federal Gas Tax	36,016	39,126	55,385	43,948	43,948	43,948	43,948	270,303
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132					1,132
- Veterans Affairs Canada	200	150	150	150	170	164	157	941
- Public Transit Infrastructure Fund (Federal Funding)	38,475	11,925						11,925
- Public Transit Infrastructure Fund (Provincial Funding)		5,648						5,648
- Province of Manitoba Roads		50,000	50,000	50,000	50,000	50,000	50,000	300,000
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	38,166							
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000							
- Provincial Road Investment Fund	9,000							
- Building Manitoba Fund: 2017 Public Works $14 million, Transit $3.840 million	17,840							
- Transfer from Other Capital Accounts / Surplus Capital: Manitoba Winnipeg Infrastructure Agreement	15,742	100						100

CAPITAL PROJECTS SUMMARY (in Thousands of $)	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Other Funders:								
- Developer Funding / Developer Capacity Charges	3,250							
- St. James 55+ Centre (Winnipeg Foundation)	250	(250)						(250)
- Winnipeg Arts Council	200							
- Winnipeg Foundation	1,103							
- Sponsorship / Sponsor Winnipeg	95	95	95	95				285
External Debt	30,530	45,449	38,824	14,374	15,250	10,468	9,900	134,265
Internal Financing		22,143	2,000					24,143
Retained Earnings - Transit	8,395							
Transfers from Other Capital Accounts / Surplus Capital	22,195	3,984	163					4,147
Total Tax Supported, Transit and Municipal Accommodations	317,556	246,242	264,516	237,120	260,225	275,417	288,132	1,571,652
Self-Supporting Utilities								
Reserves:								
- Sewer System Rehabilitation	18,800	18,200	17,500	18,500	19,500	20,000	20,500	114,200
- Water Main Renewal	18,500	16,500	16,500	18,000	19,000	19,500	20,000	109,500
- Environmental Projects	8,180	26,098	23,603	26,108	25,612	28,118	27,624	157,163
- Brady Landfill Rehabilitation Reserve	96	210	225	220	285	4,436	200	5,576
- Waste Diversion	150	700	250					950
Retained Earnings - Utilities	28,925	33,928	37,785	23,432	22,984	42,985	24,306	185,420
Transfer from Sewage Disposal System Fund		6,690	5,740	5,950	3,200	5,070	4,600	31,250
Developer Funding / Developer Capacity Charges		3,100	2,200	1,500				6,800
External Funding (Sewer)		250						250
External Debt	5,753	2,800						2,800
Transfers from Other Capital Accounts	34,949	2,667						2,667
Total Self-Supporting Utilities	115,353	111,143	103,803	93,710	90,581	120,109	97,230	616,576
Special Operating Agencies								
- Cash to Capital			1,000					1,000
Total Special Operating Agencies			1,000					1,000
TOTAL FINANCING SOURCES	432,909	357,385	369,319	330,830	350,806	395,526	385,362	2,189,228

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
CAPITAL PROJECTS LISTING									
PUBLIC WORKS									
Active Transportation Facilities									
Pedestrian and Cycling Program - First charge against the 2018 Capital Budget of up to $2.250 million for Protected Bike Lanes: McDermot Avenue/Bannatyne Avenue (Council September 27, 2017)									
- Cash to Capital		4,700		2,700	2,778	2,895	2,535	2,700	13,608
- Province of Manitoba Roads			2,700	2,700	2,777	4,250	2,400	2,700	17,527
- Interim Financing from General Capital Fund / (Repayment) - Council authorized $3.850 million in 2017 for Chief Peguis Trail - Kildonan Settlers Bridge Pedestrian and Cycling Improvements (Council September 27, 2017)					(155)	(3,272)	(423)		(3,850)
- External Debt			2,700						2,700
- Federal Gas Tax						1,527	888		2,415
Total Pedestrian and Cycling Program	2-1	4,700	5,400	5,400	5,400	5,400	5,400	5,400	32,400
Pedestrian and Cycling Grade Separations		1,000							
Tache Promenade									
- Cash to Capital					3,000				3,000
- Interim Financing from General Capital Fund / (Repayment)					(3,000)				(3,000)
Total Tache Promenade	2-6								
Total Active Transportation Facilities		5,700	5,400	5,400	5,400	5,400	5,400	5,400	32,400
Regional Streets									
Street Improvements									
Developer Payback - Various Locations									
- Cash to Capital		3,400			9,177				9,177
- Federal Gas Tax			3,321		6,936				10,257
- External Debt			6,816						6,816
- Transfer from Corporate Non-Specified Capital Account		1,600							
Total Developer Payback - Various Locations	2-7	5,000	10,137		16,113				26,250
Tuxedo Yards Development - First charge against 2018 Capital Budget of up to $465,000 (Council May 24, 2017)									
- Economic Development Investment Reserve	2-9	2,049	2,444	1,874	1,880				6,198
Transportation Master Plan									
- Cash to Capital				250	125	125	250	250	1,000
- Province of Manitoba Roads					125	125			250
Total Transportation Master Plan	2-10			250	250	250	250	250	1,250
Traffic Signals Improvements									
- Cash to Capital		1,030		1,030		1,030			2,060
- Frontage Levy					515				515
- Province of Manitoba Roads			215		515				730
Total Traffic Signals Improvements	2-11	1,030	215	1,030	1,030	1,030			3,305

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Traffic Signals Loops									
- Cash to Capital		250	50	250			250	250	800
- Frontage Levy					125	125			250
- Province of Manitoba Roads			50		125	125			300
Total Traffic Signals Loops	2-12	250	100	250	250	250	250	250	1,350
Permanent Traffic Monitoring Stations									
- Cash to Capital				945					945
- Internal Financing			385						385
- Frontage Levy					323				323
- Province of Manitoba Roads			385		322				707
Total Permanent Traffic Monitoring Stations	2-13		770	945	645				2,360
Traffic Engineering Improvements - Various Locations									
- Cash to Capital		1,000		1,575			1,300	1,900	4,775
- Internal Financing			250						250
- Frontage Levy					950	950			1,900
- Province of Manitoba Roads			850	800	950	950	600		4,150
Total Traffic Engineering Improvements - Various Locations	2-14	1,000	1,100	2,375	1,900	1,900	1,900	1,900	11,075
Parking and Street Enhancements Program in Exchange District									
- Transfer from Winnipeg Parking Authority SOA (Proceeds from Sale of Winnipeg Square Parkade held in Land Operating Reserve)	2-15		1,500						1,500
Kenaston Boulevard - Ness Avenue to Taylor Avenue		100							
Henderson Highway North of Gilmore to City Limit	2-16			700					700
Inner-Ring Road - Functional Design									
- Cash to Capital				1,950	1,000	1,000			3,950
- Province of Manitoba Roads				50	1,000	1,000			2,050
Total Inner-Ring Road - Functional Design	2-17			2,000	2,000	2,000			6,000
Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin									
- Cash to Capital		1,100							
- Transfer from Prior Year Authorization		1,100							
Total Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin		2,200							
Lagimodiere and Sage Creek - Southbound Double Left Turn		500							
Total Street Improvements		12,129	16,266	9,424	24,068	5,430	2,400	2,400	59,988

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2018	FORECAST					
				2019	2020	2021	2022	2023	2018 - 2023
Regional and Local Street Renewal - First charge against 2018 Capital Budget of up to $1.5 million for Rue de Trappistes renewal (Council July 19, 2017); First charge against the 2018 Capital Budget of up to $2 million for Portage and Main Rehabilitation (Council October 25, 2017)									
- Cash to Capital		**16,779**	**12,764**						**12,764**
- Federal Gas Tax		**12,276**	**11,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**71,000**
- Province of Manitoba Roads			**40,000**	**45,000**	**40,000**	**40,000**	**40,000**	**40,000**	**245,000**
- Provincial Building Manitoba Fund - Roads		**14,000**							
- Provincial Road Investment Fund		**9,000**							
- Provincial Manitoba Winnipeg Infrastructure Fund		**5,000**							
- Local Street Renewal Reserve / Interest		**23,278**	**28,298**	**33,798**	**39,498**	**45,398**	**51,498**	**62,038**	**260,528**
- Regional Street Renewal Reserve / Interest		**18,937**	**23,938**	**29,438**	**35,138**	**41,038**	**47,138**	**48,998**	**225,688**
- External Debt		**4,200**							
- Interim Financing from General Capital Fund / (Repayment) - Council authorized $4 million in 2017 for Protected Bike Lanes: Chevrier Boulevard & Waverley Pathway Connection (Council September 27, 2017)				**(4,000)**					**(4,000)**
- Transfer from Corporate Non-Specified Capital Account		**1,710**							
Total Regional and Local Street Renewal	2-18	**105,180**	**116,000**	**116,236**	**126,636**	**138,436**	**150,636**	**163,036**	**810,980**
Waterway Crossings and Grade Separations									
Fermor Avenue Bridge (Seine River)									
- Cash to Capital				**500**					**500**
- Province of Manitoba Roads			**2,025**	**500**					**2,525**
- Frontage Levy		**1,200**	**2,075**	**4,100**					**6,175**
Total Fermor Avenue Bridge (Seine River)	2-24	**1,200**	**4,100**	**5,100**					**9,200**
Saskatchewan Avenue Culvert (Sturgeon Creek) - First charge against 2018 Capital Budget of up to $8 million (Council October 25, 2017)									
- Province of Manitoba Roads			**1,925**						**1,925**
- Frontage Levy		**1,000**	**6,075**						**6,075**
Total Saskatchewan Avenue Culvert (Sturgeon Creek)	2-25	**1,000**	**8,000**						**8,000**
Lyndale Drive - Retaining Wall Rehabilitation									
- Frontage Levy		**3,500**							
- Provincial Funding for Road Improvements		**1,500**							
Total Lyndale Drive - Retaining Wall Rehabilitation		**5,000**							
Osborne Street Underpass									
- Frontage Levy				**950**					**950**
- Province of Manitoba Roads				**950**					**950**
Total Osborne Street Underpass	2-26			**1,900**					**1,900**

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Dublin Avenue Bridge (Omand's Creek)									
- Province of Manitoba Roads			350		1,650				2,000
- Frontage Levy			350	700	1,650				2,700
Total Dublin Avenue Bridge (Omand's Creek)	2-27		700	700	3,300				4,700
Sherwin Road Bridge (Omand's Creek)									
- Cash to Capital				700					700
- Province of Manitoba Roads					1,400				1,400
- Frontage Levy					1,400				1,400
Total Sherwin Road Bridge (Omand's Creek)	2-28			700	2,800				3,500
Pembina Highway Overpass (Bishop Grandin) Rehabilitation									
- Cash to Capital							2,000	2,700	4,700
- Province of Manitoba Roads					50	1,000	7,000	7,300	15,350
- Frontage Levy					950	1,000	6,000	5,000	12,950
Total Pembina Highway Overpass (Bishop Grandin) Rehabilitation	2-29				1,000	2,000	15,000	15,000	33,000
St. James Bridge South Bound									
- Frontage Levy	2-30	3,245		2,163					2,163
St. Vital Bridge Rehabilitation									
- Frontage Levy	2-31						2,000	3,000	5,000
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)	2-32							1,000	1,000
Waterway Crossing and Grade Separations - Annual Program - First charge against 2018 Capital Budget of up to $2 million (Council July 19, 2017)									
- Cash to Capital		1,945		913			1,000	1,000	2,913
- Province of Manitoba Roads			1,500		1,086	2,550			5,136
- Frontage Levy		1,055	1,500	2,087	1,964	2,500	2,000	2,000	12,051
Total Waterway Crossing and Grade Separations - Annual Program	2-33	3,000	3,000	3,000	3,050	5,050	3,000	3,000	20,100
Disraeli Bridge and Overpass Facility									
- Cash to Capital		910	865	662	650	550	600	600	3,927
- Federal Gas Tax		17,415	17,385	14,238	12,550	12,700	12,700	12,725	82,298
- Public Private Partnership Annual Service / Financing Payments		(11,909)	(11,959)	(11,993)	(12,014)	(12,064)	(12,114)	(12,139)	(72,283)
- Debt servicing - repayment of debt		(6,416)	(6,291)	(2,907)	(1,186)	(1,186)	(1,186)	(1,186)	(13,942)
Total Disraeli Bridge and Overpass Facility	2-34								
Charleswood Bridge									
- Cash to Capital		1,478	1,478	1,478	1,478	1,478	1,478	1,478	8,868
- Public Private Partnership Lease Payments		(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(8,868)
Total Charleswood Bridge	2-36								
Total Waterway Crossings and Grade Separations		13,445	15,800	13,563	10,150	7,050	20,000	22,000	88,563

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
New Transportation Facilities									
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard									
- Cash to Capital		860	950	1,193	1,250	1,395	1,475	1,475	7,738
- Federal Gas Tax		6,325	6,280	6,077	6,065	5,965	5,950	5,975	36,312
- Public Private Partnership Annual Service / Financing Payments		(6,206)	(6,251)	(6,291)	(6,336)	(6,381)	(6,446)	(6,471)	(38,176)
- Debt servicing - repayment of debt		(979)	(979)	(979)	(979)	(979)	(979)	(979)	(5,874)
Total Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2-37								
Total New Transportation Facilities									
Other Streets Projects									
Work Management / Asset Management Systems Study									
- Cash to Capital				300					300
- Transfer from Prior Year Authorization		459							
Total Work Management / Asset Management Systems Study	2-39	459		300					300
Asset Management System - Various Divisions									
- Cash to Capital		100		100	100	100	100	100	500
- Internal Financing			100						100
Total Asset Management System - Various Divisions	2-40	100	100	100	100	100	100	100	600
Land Drainage Sewers - Regional / Local Streets (transferred to Land Drainage Utility fund effective 2018)		1,000							
Land Acquisition - Transportation Right of Way	2-41			300	300	300	300	300	1,500
Total Other Streets Projects		1,559	100	700	400	400	400	400	2,400
TOTAL STREETS PROJECTS		138,013	153,566	145,323	166,654	156,716	178,836	193,236	994,331

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Parks and Open Space									
Reforestation - Improvements									
- Cash to Capital		766		383	383	383	192	192	1,533
- External Debt			766						766
Total Reforestation - Improvements	2-42	766	766	383	383	383	192	192	2,299
Athletic Fields - Improvements	2-43			350	192	350	175	175	1,242
Community and Neighbourhood Parks - Existing									
- Cash to Capital		550		170					170
- Internal Financing			150						150
Total Community and Neighbourhood Parks - Existing	2-44	550	150	170					320
Community and Neighbourhood Parks - New		375							
Regional Parks									
- Cash to Capital		400				1,175		2,825	4,000
- Insurance Reserve (Proceeds)			250						250
Total Regional Parks	2-45	400	250			1,175		2,825	4,250
Parks Buildings									
- Cash to Capital					700	370	123	525	1,718
- Federal Gas Tax				350					350
Total Parks Buildings	2-46			350	700	370	123	525	2,068
Assiniboine Park Zoo - Sewer Siphon	2-47				100				100
Boat Docks and Launches									
- Cash to Capital		1,500							
- Federal Gas Tax				1,200			690		1,890
Total Boat Docks and Launches	2-48	1,500		1,200			690		1,890
Parks and Recreation Enhancement Program									
- Cash to Capital		3,300		3,300	3,300	3,300	3,300	3,300	16,500
- Internal Financing			885						885
- External Debt			2,775						2,775
Total Parks and Recreation Enhancement Program	2-49	3,300	3,660	3,300	3,300	3,300	3,300	3,300	20,160
Urban Forest Enhancement Program									
- Cash to Capital		1,300		1,600	2,759	1,300	1,300	1,300	8,259
- External Debt			1,734	2,500	2,500	2,500	2,500	2,500	14,234
- Transfer from Winnipeg Parking Authority SOA (Proceeds from Sale of Winnipeg Square Parkade held in Land Operating Reserve)			3,500						3,500
- Interim Financing from General Capital Fund / (Repayment)			1,100		(1,100)				
Total Urban Forest Enhancement Program	2-51	1,300	6,334	4,100	4,159	3,800	3,800	3,800	25,993
Regional Parks Investment Strategy		100							
Parks Master Plan		300							
Parks Road Renewal		420							
Total Parks and Open Space		9,011	11,160	9,853	8,834	9,378	8,280	10,817	58,072
TOTAL PUBLIC WORKS		147,024	164,726	155,176	175,488	166,094	187,116	204,053	1,052,653

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
COMMUNITY SERVICES									
Library Facility Safety, Security and Accessibility Improvements Program									
- Cash to Capital		312		162	165	219	171	176	893
- Internal Financing			100						100
Total Library Facility Safety, Security and Accessibility Improvements Program	2-52	312	100	162	165	219	171	176	993
Library Interior Infrastructure Replacement Program	2-53	300		156	159	208	166		689
Library Technology Upgrade and Replacement Program	2-54			292	265	356	277		1,190
Library Refurbishment and Redevelopment Program - Existing Infrastructure	2-55			291	265	356	277		1,189
Library Facility Redevelopment - River Heights Library									
- External Debt	2-56			3,570					3,570
Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library									
- Cash to Capital		366							
- Interim Financing from the General Capital Fund (Repayment)		(1,100)							
- External Debt		734							
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library									
Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library									
- Cash to Capital		366							
- Interim Financing from the General Capital Fund (Repayment)		(1,100)							
- External Debt		734							
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library									
Library Facility Redevelopment - Transcona Library									
- External Debt		2,462							
- Land Dedication Reserve (East Kildonan - Transcona)		50							
Total Library Facility Redevelopment - Transcona Library		2,512							
Library Facility Redevelopment - St. James Library									
- External Debt	2-57			538	2,124	8,442			11,104
Library Facility Redevelopment - West Kildonan Library									
- External Debt	2-58					937	2,774		3,711

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2018	FORECAST					
				2019	2020	2021	2022	2023	2018 - 2023
Library Facility Redevelopment - Westwood Library									
- Federal Gas Tax								3,088	3,088
- External Debt						146	794		940
Total Library Facility Redevelopment - Westwood Library	2-59					146	794	3,088	4,028
New Library Facility - South Winnipeg Library									
- Cash to Capital		120			251	700			951
- Federal Gas Tax							5,323	3,763	9,086
Total New Library Facility - South Winnipeg Library	2-60	120			251	700	5,323	3,763	10,037
New Community Facility - Southeast Winnipeg	2-61				140				140
Recreational Facility Safety, Security and Accessibility Improvements Program									
- Cash to Capital		156		162	165	168	172	176	843
- Internal Financing			100						100
Total Recreational Facility Safety, Security and Accessibility Improvements Program	2-62	156	100	162	165	168	172	176	943
Fitness Equipment Upgrade Program	2-64			227	115	118	121		581
Recreation Equipment and Amenities Program	2-65					200			200
Recreation Refurbishment and Redevelopment Program - Existing Infrastructure	2-66			1,061					1,061
Recreation Facility New Infrastructure - South Winnipeg		4,114							
Recreation Facility - New Infrastructure	2-67			3,500		2,160			5,660
Recreation Refurbishment and Redevelopment - East End Cultural and Leisure Centre		171							
St. James Civic Centre - Facility Renewal and Expansion (formerly - St. James Civic Centre - Facility Addition)									
- Cash to Capital									
- St. James 55+ Centre		250	(250)						(250)
- External Debt			2,400	2,405					4,805
- Transfer from Corporate Non-Specified Capital Account		945	250						250
Total St. James Civic Centre - Facility Renewal and Expansion	2-68	1,195	2,400	2,405					4,805
Seven Oaks Indoor Pool - Renewal Plan		2,400							
Seven Oaks Pool - Concrete Restoration and Air Handling Unit Replacement									
- External Debt				990					990
- Transfer from Departmental Non-Specified Capital Account				163					163
- Federal Gas Tax				1,086					1,086
Total Seven Oaks Pool - Concrete Restoration and Air Handling Unit Replacement	2-69			2,239					2,239
Pan Am Pool - Ceiling, Lighting and Public Address and Audio System									
- Federal Gas Tax	2-70			2,600					2,600

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Boni-Vital Pool									
- Cash to Capital		240		192					192
- Federal Gas Tax						5,359			5,359
Total Boni-Vital Pool	2-71	240		192		5,359			5,551
Spray Pad Development - Freighthouse Site		1,039							
Spray Pad Development - Old Ex / North Centennial Recreation and Leisure Facility		1,038							
Business Application Systems		142							
Technology Advancement Program (formerly - Business Application Systems and Technology Upgrade and Replacement Program)	2-72			312		325			637
Community Centre Planning Fund	2-73			255				275	530
Community Centre Renovation Grant Program (CCRGP)									
- Cash to Capital			609					810	1,419
- Internal Financing			356						356
- Land Operating Reserve		965		965	965	965	965	155	4,015
Total Community Centre Renovation Grant Program (CCRGP)	2-74	965	965	965	965	965	965	965	5,790
Community Incentive Grant Program (CIGP)	2-75	1,698	1,732	1,767	1,802	1,838	1,875	1,913	10,927
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability									
- Cash to Capital		1,543			400	1,175			1,575
- External Debt			5,123	5,123	1,600	825	2,000	2,000	16,671
- Transfer from Corporate Non-Specified Capital Account		3,580							
Total Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	2-76	5,123	5,123	5,123	2,000	2,000	2,000	2,000	18,246
Assiniboine Park Conservancy (APC) - Capital Development Plan									
- External Debt	2-77		10,000	4,728					14,728
TOTAL COMMUNITY SERVICES		21,525	20,420	30,545	8,416	24,497	14,915	12,356	111,149

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
WINNIPEG POLICE SERVICE									
North Station Information Technology Requirements	2-78			490					490
Police Divisions Systems Upgrades	2-79	1,667	400	400					800
Major Case Management System Expansion	2-80	1,158		500					500
Police Headquarters Building Systems Safeguards									
- Transfer from Prior Year Authorization		510							
East District Police Station									
- Cash to Capital		990	1,012	1,056	1,056	1,056	1,056	1,089	6,325
- Public Private Partnership Lease Payments		(990)	(1,012)	(1,056)	(1,056)	(1,056)	(1,056)	(1,089)	(6,325)
Total East District Police Station	2-81								
North District Police Station (NDPS) & Archival and Exhibit Building									
- Cash to Capital			250						250
- External Debt		20,000							
Total North District Police Station (NDPS) & Archival and Exhibit Building	2-82	20,000	250						250
Building Video Surveillance Systems	2-83					4,160			4,160
Intelligence Led Reporting (Phase 2)	2-84		1,665						1,665
WPS Data Integration, Auditing and Quality Solution Tool	2-85		662						662
Automated Fingerprint Identification System (AFIS)	2-86					500			500
Technology Upgrades - Information Systems	2-87			1,200					1,200
In Car Computing	2-88			1,000	500				1,500
Bomb Unit Truck Replacement	2-89		300						300
Next Generation 911	2-90				800	1,000			1,800
Communication Centre Back Up Site Upgrade	2-91					550			550
Police Vehicle Operations Facility									
- External Debt	2-92							3,000	3,000
Computer Assisted Dispatch Upgrade	2-93	250			325			375	700
Schedule and Management System Upgrade	2-94					500			500
Call Answer Software	2-95						1,000		1,000
Police Headquarters Information System Upgrades	2-96					2,100			2,100
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment	2-97						658		658
Technical Surveillance Systems (formerly - JSI Voice Intercept System)	2-98						1,300		1,300
Body Worn Cameras	2-99							1,014	1,014
Communication Sites Upgrade - Audio Loggers	2-100							1,400	1,400
TOTAL WINNIPEG POLICE SERVICE		23,585	3,277	3,590	1,625	8,810	2,958	5,789	26,049

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2018	FORECAST					
				2019	2020	2021	2022	2023	2018 - 2023
FIRE PARAMEDIC SERVICE									
Facilities Optimization									
- Cash to Capital		925		4,690	2,243	395	7,177	2,755	17,260
- External Debt			550	2,811					3,361
Total Facilities Optimization	2-101	925	550	7,501	2,243	395	7,177	2,755	20,621
Equipment Obsolescence									
- Cash to Capital		1,487		993	1,558	1,109	4,178	6,877	14,715
- Internal Financing			949						949
Total Equipment Obsolescence	2-103	1,487	949	993	1,558	1,109	4,178	6,877	15,664
911 Call Centre Resilience		861							
Station Capital Maintenance									
- Cash to Capital		1,938		2,746	2,877	3,008	3,139	1,683	13,453
- External Debt			2,594						2,594
Total Station Capital Maintenance	2-105	1,938	2,594	2,746	2,877	3,008	3,139	1,683	16,047
Emergency Medical Services (EMS) Training Equipment	2-107				119				119
TOTAL FIRE PARAMEDIC SERVICE		5,211	4,093	11,240	6,797	4,512	14,494	11,315	52,451

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
PLANNING, PROPERTY AND DEVELOPMENT									
Computer Automation	2-108			133	119	143			395
Riverbank Greenway Programs	2-109	225		205	227	212			644
Cemeteries - Improvements									
- Cash to Capital		208		240	248	236	236	242	1,202
- Internal Financing			50						50
- Veterans Affairs Canada		200	150	150	150	170	164	157	941
Total Cemeteries - Improvements	2-110	408	200	390	398	406	400	399	2,193
Downtown Enhancement Program									
- Cash to Capital		400		333	200	200	200	200	1,133
- Internal Financing			125						125
Total Downtown Enhancement Program	2-112	400	125	333	200	200	200	200	1,258
BIZ Zones, Image Routes and Neighbourhood Main Streets									
- Cash to Capital		400		332	200	200	200	200	1,132
- Internal Financing			400						400
- Transfer from Prior Year Authorization		574							
Total BIZ Zones, Image Routes and Neighbourhood Main Streets	2-114	974	400	332	200	200	200	200	1,532
Public Art Strategy									
- Cash to Capital		500		500	500	500	500	500	2,500
- Internal Financing			500						500
Total Public Art Strategy	2-115	500	500	500	500	500	500	500	3,000
Land Acquisition for General Unspecified Purposes									
- Cash to Capital		300		228	274	238	256		996
- Interim Financing from General Capital Fund / (Repayment)		1,500							
Total Land Acquisition for General Unspecified Purposes	2-116	1,800		228	274	238	256		996
Developer Payback	2-117	280		292	274	280	281		1,127
Riverbank Stabilization - Physical Asset Protection									
- Cash to Capital		1,000		500	500	523	500		2,023
- Internal Financing			500						500
- Transfer from Prior Year Authorization		229							
Total Riverbank Stabilization - Physical Asset Protection	2-118	1,229	500	500	500	523	500		2,523
Tache Promenade (transferred to Public Works effective 2018)									
- Interim Financing from General Capital Fund / (Repayment)		3,000							
- Winnipeg Foundation		1,103							
- Winnipeg Arts Council		200							
Total Tache Promenade		4,303							
TOTAL PLANNING, PROPERTY AND DEVELOPMENT		10,119	1,725	2,913	2,692	2,702	2,337	1,299	13,668

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
MUNICIPAL ACCOMMODATIONS									
General Building Renovation and Refurbishing									
- Cash to Capital				180	250	500			930
- Transfer from Prior Year Authorization		222							
Total General Building Renovation and Refurbishing	2-120	222		180	250	500			930
Portage and Main Intersection Improvements - First charge against the 2018 Capital Budget of up to $1.5 million (Council October 25, 2017)									
- Transfer from Prior Year Authorization	2-121		1,500						1,500
Public Safety Building and Civic Centre Parkade									
- External Debt	2-123			8,870					8,870
Accommodation Facilities									
- Cash to Capital		425		784		75	978	1,844	3,681
- Internal Financing			700						700
- Land Operating Reserve					1,700	1,700			3,400
- Transfer from Prior Year Authorization			634						634
Total Accommodation Facilities	2-124	425	1,334	784	1,700	1,775	978	1,844	8,415
Millennium Library - HVAC and Temperature Control Improvements									
- Cash to Capital				1,495	750				2,245
- Transfer from Prior Year Authorization			600						600
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)			100						100
Total Millennium Library - HVAC and Temperature Control Improvements	2-125		700	1,495	750				2,945
Fire / Life Safety / Regulatory Upgrades									
- Cash to Capital		625		759	608	704	720	722	3,513
- Internal Financing			1,000						1,000
Total Fire / Life Safety / Regulatory Upgrades	2-126	625	1,000	759	608	704	720	722	4,513
Energy Conservation	2-127			158		136			294
Tenant Improvement Prepayment - Major Department	2-128					183			183
Historic Buildings									
- Cash to Capital				214	217	220	224	229	1,104
- Internal Financing			187						187
- Transfer from Prior Year Authorization		145							
Total Historic Buildings	2-129	145	187	214	217	220	224	229	1,291
Generator Set Replacement and Upgrades									
- Cash to Capital				113	136	123	148	130	650
- Internal Financing			125						125
Total Generator Set Replacement and Upgrades	2-130		125	113	136	123	148	130	775
Security / Building Automation System Initiatives									
- Cash to Capital		255		255	205	255	203	245	1,163
- Internal Financing			100						100
Total Security / Building Automation System Initiatives	2-131	255	100	255	205	255	203	245	1,263

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Community Centres - Refurbishing and Improvements									
- Cash to Capital		420		673	266	331	327	330	1,927
- Internal Financing			322						322
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		200							
Total Community Centres - Refurbishing and Improvements	2-132	620	322	673	266	331	327	330	2,249
Arenas									
- Cash to Capital		100		525	233	267	268	269	1,562
- Internal Financing			240						240
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		225							
- Transfer from Prior Year Authorization		222							
Total Arenas	2-133	547	240	525	233	267	268	269	1,802
Indoor Aquatic Facilities									
- Cash to Capital		1,203		1,494	1,208	2,359	1,207	1,152	7,420
- Internal Financing			1,200						1,200
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,172							
Total Indoor Aquatic Facilities	2-134	2,375	1,200	1,494	1,208	2,359	1,207	1,152	8,620
Pan Am Indoor Pool - Parking Lot Refurbishment									
- Cash to Capital		78							
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		78							
Total Pan Am Indoor Pool - Parking Lot Refurbishment		156							
Outdoor Aquatic Facilities									
- Cash to Capital		217		169	170	342	170	170	1,021
- Internal Financing			120						120
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		125							
Total Outdoor Aquatic Facilities	2-135	342	120	169	170	342	170	170	1,141
Recreation & Leisure Centres (formerly - Community Facilities)									
- Cash to Capital				106	107	109	111	113	546
- Internal Financing			125						125
- Transfer from Prior Year Authorization		200							
Total Recreation & Leisure Centres	2-136	200	125	106	107	109	111	113	671
Building Asset / Work Management Program	2-137	100		175		164			339
UFF - Hockey Pen Light Standard Replacement									
- Cash to Capital		100		100	100	100	100	100	500
- Internal Financing			100						100
Total UFF - Hockey Pen Light Standard Replacement	2-138	100	100	100	100	100	100	100	600
City-Wide Accessibility Program									
- Cash to Capital		425		425	425	425	425	425	2,125
- Internal Financing			410						410
Total City-Wide Accessibility Program	2-139	425	410	425	425	425	425	425	2,535
Transcona Centennial Pool									
- Interim Financing from Land Operating Reserve (Repayment)		(575)							
- Land Operating Reserve		575							
Total Transcona Centennial Pool									

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
City Hall - Building Refurbishment									
- Cash to Capital		414							
- Transfer from Corporate Non-Specified Capital Account		531							
- Land Operating Reserve		1,700							
Total City Hall - Building Refurbishment		2,645							
Sherbrook Pool Reopening									
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)		95	95	95	95				285
- Interim Financing from General Capital Fund / (Repayment)		(95)	(95)	(95)	(95)				(285)
Total Sherbrook Pool Reopening	2-140								
TOTAL MUNICIPAL ACCOMMODATIONS		9,182	7,463	16,495	6,375	7,993	4,881	5,729	48,936
CITY CLERKS									
Innovation Capital Fund									
- Cash to Capital		1,000		1,000	1,000	1,000	1,000	1,000	5,000
- Internal Financing			500						500
Total Innovation Capital Fund	2-142	1,000	500	1,000	1,000	1,000	1,000	1,000	5,500
Corporate Records Centre	2-143	150					200		200
Election Systems									
- Cash to Capital		200				200	200		400
- Internal Financing			200						200
Total Election Systems	2-144	200	200			200	200		600
2017 Canada Summer Games		750							
Voting Machine Replacement	2-145						1,000		1,000
Audio / Video Equipment Replacement	2-146							150	150
TOTAL CITY CLERKS		2,100	700	1,000	1,000	1,200	2,400	1,150	7,450

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
CORPORATE SUPPORT SERVICES									
PeopleSoft Upgrade	2-147	1,800					2,873	610	3,483
Communications Network Infrastructure	2-148	401		267	525	327	475	934	2,528
Enterprise Computing Initiatives									
- Cash to Capital		494		1,127	1,028	1,895	1,832	1,450	7,332
- Transfer from Prior Year Authorization		766							
- Transfer from Computer Replacement Reserve		306	126		608	146			880
Total Enterprise Computing Initiatives	2-149	1,566	126	1,127	1,636	2,041	1,832	1,450	8,212
Core Information Technology Program									
- Internal Financing	2-150		7,441						7,441
Innovation Strategy									
- Internal Financing	2-151		2,000	2,000					4,000
Print Asset Renewal	2-152					317		100	417
Aerial Imagery Renewal Program	2-153				190		182		372
Software Renewal Program	2-154			157			152		309
311 Renewal	2-155	450		100	450	250	100	450	1,350
Infrastructure Service Enhancements	2-156	100			150			100	250
TOTAL CORPORATE SUPPORT SERVICES		4,317	9,567	3,651	2,951	2,935	5,614	3,644	28,362
ASSESSMENT AND TAXATION									
Assessment Automation	2-157	870		350	200	350	350		1,250
Valcura System									
- Internal Financing	2-158		200						200
Assessment Data Valuation Information System									
- Internal Financing	2-159		1,208						1,208
Local Improvements - Ongoing Program									
- Cash to Capital		600		600		600			1,200
- Transfer from Prior Year Authorization (Cash to Capital)			200						200
- Transfer from Prior Year Authorization (External Debt)			800						800
- External Debt		2,400		2,400	2,400	2,400	2,400	2,400	12,000
Total Local Improvements - Ongoing Program	2-160	3,000	1,000	3,000	2,400	3,000	2,400	2,400	14,200
TOTAL ASSESSMENT AND TAXATION		3,870	2,408	3,350	2,600	3,350	2,750	2,400	16,858
OTHER PROJECTS									
PeopleSoft Accounts Receivable and Billing									
- Transfer from Prior Year Authorization		192							
TOTAL OTHER PROJECTS		192							

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
TRANSIT									
Innovative Transit Program									
- Cash to Capital				700		700			1,400
- Internal Financing			500						500
- Retained Earnings		565							
Total Innovative Transit Program	2-161	565	500	700		700			1,900
Transit Building Replacement / Refurbishment									
- Cash to Capital		1,023		1,636	636	1,636	1,049	1,636	6,593
- Retained Earnings		445							
- External Debt			956						956
Total Transit Building Replacement / Refurbishment	2-162	1,468	956	1,636	636	1,636	1,049	1,636	7,549
Expansion of Transit Vehicle Overhaul and Maintenance Facilities									
- Transfer from Prior Year Authorization		9,160							
- Retained Earnings		5,040							
- Public Transit Infrastructure Fund (Federal Government)		26,000							
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		13,000							
Total Expansion of Transit Vehicle Overhaul and Maintenance Facilities		53,200							
Transit Building Roof Replacement and Ventilation Upgrade - First charge against the 2018 Capital Budget of up to $3.550 million (Council December 13, 2016)									
- Cash to Capital		963	162	4,500	1,257	2,000	1,413	2,000	11,332
- Public Transit Infrastructure Fund (Federal Government)		1,725	75						75
- Public Transit Infrastructure Fund (Provincial Government)			63						63
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		862							
Total Transit Building Roof Replacement and Ventilation Upgrade	2-163	3,550	300	4,500	1,257	2,000	1,413	2,000	11,470
Transit Buses - First charge against the 2018 Capital Budget of up to $29.252 million (Council December 13, 2016)									
- Cash to Capital			445	562	11,358	12,426	13,253	13,664	51,708
- Transit Bus Replacement Reserve		3,938	1,437	4,603	1,078	11,773	12,640	14,000	45,531
- External Debt			9,035	4,889	5,750				19,674
- Provincial Building Manitoba Fund		3,840							
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,880							
- Public Transit Infrastructure Fund (Federal Government)		10,750	11,850						11,850
- Public Transit Infrastructure Fund (Provincial Government)			5,585						5,585
- Federal Gas Tax				16,694	6,397	6,397	6,397	6,397	42,282
- Transfer from Prior Year Authorization - Federal Gas Tax				1,132					1,132
- Retained Earnings		2,000							
Total Transit Buses	2-165	22,408	28,352	27,880	24,583	30,596	32,290	34,061	177,762

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
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	14,880	60,950
- P3 Annual Service / Financing Payments (Province)				(80)	(1,010)	(1,110)	(1,120)	(1,180)	(4,500)
- P3 Annual Service / Financing Payments (City)		(350)	(350)	(1,700)	(10,060)	(10,220)	(10,250)	(10,310)	(42,890)
- External Debt Annual Service Payments (City)					(3,390)	(3,390)	(3,390)	(3,390)	(13,560)
Total Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	2-167								
Transit Safety Management Practices									
- Internal Financing	2-170		460						460
Bus Fleet Cameras									
- Internal Financing			155						155
- Retained Earnings		345							
Total Bus Fleet Cameras	2-171	345	155						155
Bus Stop Accessibility Program	2-172			500	500	500	500		2,000
Bus Communication Modernization									
- Federal Gas Tax	2-173		1,140	1,140					2,280
Heavy Shop Equipment Replacement Program	2-174			200	200	200	200	200	1,000
Hoist Replacement at Fort Rouge Garage	2-175				2,000	2,500	2,500	2,500	9,500
TOTAL TRANSIT		81,536	31,863	36,556	29,176	38,132	37,952	40,397	214,076
WATER AND WASTE - GENERAL CAPITAL FUND									
Land Drainage and Flood Control (transferred to Utility fund effective 2018)									
Financed by Cash to Capital:									
Flood Pumping Station Rehabilitation		1,000							
Land Drainage and Combined Sewers Outfall Gate Structures		2,430							
Stormwater Retention Basin Revetments									
- Cash to Capital		165							
- Transfer from Prior Year Authorization		50							
Total Stormwater Retention Basin Revetments		215							
Development Agreement Paybacks									
- Developer Capacity Charges		3,250							
Outfall Rehabilitation		2,000							
Total Land Drainage and Flood Control		8,895							

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
WATERWORKS SYSTEM									
Waterworks System - Supply and Treatment									
Financed by Waterworks Retained Earnings:									
Shoal Lake Aqueduct Asset Preservation									
- Retained Earnings		400	698	2,030	720	1,840	715		6,003
- Transfer from Prior Year Authorization - Retained Earnings			500						500
Total Shoal Lake Aqueduct Asset Preservation	2-176	400	1,198	2,030	720	1,840	715		6,503
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-177	3,223		6,050		350	1,400		7,800
Aqueduct Condition Assessment and Rehabilitation									
- Retained Earnings			400			1,000		1,000	2,400
- Transfer from Prior Year Authorization - Retained Earnings		1,500	500						500
Total Aqueduct Condition Assessment and Rehabilitation	2-178	1,500	900			1,000		1,000	2,900
Tache Booster Pumping Station									
- Retained Earnings		300		230		2,400			2,630
- Transfer from Prior Year Authorization - Retained Earnings		1,200							
Total Tache Booster Pumping Station	2-179	1,500		230		2,400			2,630
Pumping Stations Reliability Upgrades									
- Retained Earnings		884							
- Transfer from Prior Year Authorization - Retained Earnings		2,775							
Total Pumping Stations Reliability Upgrades		3,659							
Pumping Stations and Reservoirs Structural Upgrades	2-180		600	400	400				1,400
Chlorination Upgrading at Pumping Stations	2-181					3,575			3,575
Water Supervisory Control and Data Acquisition (SCADA) Upgrade									
- Retained Earnings				1,539					1,539
- Transfer from Prior Year Authorization - Retained Earnings		8,033							
Total Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-182	8,033		1,539					1,539
Waterworks System Security Upgrades	2-183	498		325	872	200			1,397
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-184					575			575
Water Treatment Plant Capacity Validation	2-185		150						150
Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side) - First charge against the 2018 Capital Budget of up to $500,000 (Council September 27, 2017)									
- Retained Earnings			500						500
- Transfer from Prior Year Authorization - Retained Earnings		950							
Total Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side)	2-186	950	500						500
Water Treatment Research and Process Optimization	2-187		560						560

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Study of Backup Power Supply for Hurst Pumping Station		400							
Deacon Reservoir Cell Rehabilitation	2-188						100		100
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-189				1,245				1,245
Hurst Pumping Station Building - Structural Repairs									
- Retained Earnings			2,425						2,425
- Transfer from Prior Year Authorization - Retained Earnings		400							
Total Hurst Pumping Station Building - Structural Repairs	2-190	400	2,425						2,425
Deacon Site Flood Protection									
- Transfer from Prior Year Authorization - Retained Earnings	2-191	1,825	300						300
HVAC Upgrades at Pumping Stations	2-192		1,000	4,005					5,005
Ultraviolet Light Disinfection System Upgrade	2-193	1,735		585					585
Discharge Meter Upgrades at the In-town Pumping Stations	2-194				370				370
Water Treatment Plant Asset Refurbishment and Replacement	2-195		125	575	4,650				5,350
Total Waterworks System - Supply and Treatment		24,123	7,758	15,739	8,257	9,940	2,215	1,000	44,909
Waterworks System - Distribution									
Financed by Waterworks Retained Earnings:									
Saskatchewan Avenue Water Main		4,830							
Feeder Main Condition Assessment and Rehabilitation									
- Retained Earnings			1,350	2,850	2,200	1,000	1,100	1,225	9,725
- Transfer from Prior Year Authorization - Retained Earnings		500							
Total Feeder Main Condition Assessment and Rehabilitation	2-196	500	1,350	2,850	2,200	1,000	1,100	1,225	9,725
Building Renovations - 1199 Pacific Avenue	2-197		110					2,100	2,210
Customer Billing and Work Management Systems Upgrades Program	2-198	930	1,165	640	255	235	200	500	2,995
Utility Asset Management System									
- Retained Earnings		500		500					500
- Transfer from Prior Year Authorization - Retained Earnings			600						600
Total Utility Asset Management System	2-199	500	600	500					1,100
Customer Care and Billing - iNovah Integration	2-200		300	130					430
Web Self Service	2-201		700	700	500	100	100	100	2,200
Water Main Renewals									
- Water Main Renewal Reserve	2-202	18,500	16,500	16,500	18,000	19,000	19,500	20,000	109,500
Total Waterworks System - Distribution		25,260	20,725	21,320	20,955	20,335	20,900	23,925	128,160
TOTAL WATERWORKS SYSTEM (Utility Supported)		49,383	28,483	37,059	29,212	30,275	23,115	24,925	173,069

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
SEWAGE DISPOSAL SYSTEM									
Sewage Disposal System - Treatment									
Financed by Sewage Disposal System Retained Earnings:									
Biosolids - Alternative Disposal Delivery and Management System	2-203						**26,800**		**26,800**
North End Sewage Treatment Plant (NEWPCC) - Nutrient Removal / Upgrade		**980**							
Process Control System Master Plan and Upgrade									
- Retained Earnings			**9,000**						**9,000**
- Transfer from Prior Year Authorization - Retained Earnings		**1,000**							
Total Process Control System Master Plan and Upgrade	2-204	**1,000**	**9,000**						**9,000**
Asset Refurbishment and Replacement Program									
- Retained Earnings			**4,000**	**6,000**	**6,000**	**2,000**	**2,000**	**5,000**	**25,000**
- Transfer from Prior Year Authorization - Retained Earnings		**2,000**							
Total Asset Refurbishment and Replacement Program	2-205	**2,000**	**4,000**	**6,000**	**6,000**	**2,000**	**2,000**	**5,000**	**25,000**
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	2-206					**500**			**500**
Wastewater Hauling System Replacement		**1,000**							
Total Sewage Disposal System - Treatment		**4,980**	**13,000**	**6,000**	**6,000**	**2,500**	**28,800**	**5,000**	**61,300**

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Sewage Disposal System - Collection									
Financed by Sewage Disposal System Retained Earnings:									
Arc Flash Hazard Analysis and Remediation									
- Retained Earnings		424		879	385	320	270		1,854
- Transfer from Prior Year Authorization - Retained Earnings			767						767
Total Arc Flash Hazard Analysis and Remediation	2-207	424	767	879	385	320	270		2,621
Lift Stations Upgrading	2-208	2,332	2,750	2,950	3,050	6,250	6,250	6,250	27,500
Plessis Road Interceptor		7,300							
River Crossings Monitoring and Rehabilitation									
- Retained Earnings			970	600		100	3,150	350	5,170
- Transfer from Prior Year Authorization - Retained Earnings		360							
Total River Crossings Monitoring and Rehabilitation	2-209	360	970	600		100	3,150	350	5,170
Combined Sewer Overflow and Basement Flood Management Strategy									
- Environmental Projects Reserve		8,180	26,098	23,603	26,108	25,612	28,118	27,624	157,163
- Transfer from Prior Year Authorization - Environmental Projects Reserve		13,220							
Total Combined Sewer Overflow and Basement Flood Management Strategy	2-210	21,400	26,098	23,603	26,108	25,612	28,118	27,624	157,163
Comminutor Chamber Rehabilitation Program	2-212	1,100	1,100	1,200	1,300				3,600
Airport Area West Water and Sewer Servicing									
- Retained Earnings			1,900						1,900
- External Funding			250						250
Total Airport Area West Water and Sewer Servicing	2-213		2,150						2,150
Southwest Interceptor River Crossing	2-214		250					4,000	4,250
Wastewater Services Facilities Plan	2-215				250				250
Environmental Standards Laboratory Facility Plan	2-216						500		500
Water and Waste Department (WWD) Business Intelligence	2-217	210	1,560	600	480				2,640
Customer Billing and Work Management Systems Upgrades Program	2-218	930	1,165	640	255	235	200	500	2,995
Information Technology (IT) Asset Management	2-219			400					400
WWD Document Management System	2-220		350	350	300	300	200		1,500
WWD Learning Management System	2-221			500					500
Sewer Renewals									
- Sewer System Rehabilitation Reserve	2-222	18,800	18,200	17,500	18,500	19,500	20,000	20,500	114,200
Total Sewage Disposal System - Collection		52,856	55,360	49,222	50,628	52,317	58,688	59,224	325,439
TOTAL SEWAGE DISPOSAL SYSTEM (Utility Supported)		57,836	68,360	55,222	56,628	54,817	87,488	64,224	386,739

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
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							
- External Debt		2,450							
- Transfer from Prior Year Authorization - Retained Earnings		200							
Total Brady Road Resource Management Facility - Administration Building		2,700							
Brady Road Resource Management Facility - Cell Construction (formerly - Brady Road Resource Management Facility - Cell Construction - Phase 1)	2-223	699		1,907		2,004		3,281	7,192
Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements									
- Retained Earnings		200		1,200	200				1,400
- External Debt			2,800						2,800
Total Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements	2-224	200	2,800	1,200	200				4,200
Brady Road Resource Management Facility - Landfill Gas Capture Expansion (formerly - Brady Road Resource Management Facility - Landfill Gas Capture Expansion - Phase 2)									
- Brady Landfill Site Rehabilitation Reserve	2-225						4,236		4,236
Closed Landfill Site Improvement									
- Brady Landfill Rehabilitation Reserve		96	210	225	220	285	200	200	1,340
- Transfer from Prior Year Authorization - Retained Earnings		86							
Total Closed Landfill Site Improvement	2-226	182	210	225	220	285	200	200	1,340
Miscellaneous Land Acquisition									
- Retained Earnings			800						800
- Transfer from Prior Year Authorization - Retained Earnings		800							
Total Miscellaneous Land Acquisition	2-227	800	800						800
Total Solid Waste Disposal System - Landfill		4,581	3,810	3,332	420	2,289	4,436	3,481	17,768

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET BUDGET 2018	FORECAST 2019	2020	2021	2022	2023	6 YEAR TOTAL 2018 - 2023
Solid Waste Disposal System - Collection									
Financed by Solid Waste Disposal Waste Diversion Reserve:									
Collection Management System	2-228		**700**	**250**					**950**
Comprehensive Integrated Waste Management Strategy (CIWMS) - 4R Winnipeg Depots (Community Resource Recovery Centres)									
- External Debt		**3,303**							
CIWMS - Garbage and Recycling Cart Asset Management									
- Waste Diversion Reserve		**150**							
- Transfer from Prior Year Authorization - Waste Diversion Reserve		**100**							
Total CIWMS - Garbage and Recycling Cart Asset Management		**250**							
Total Solid Waste Disposal System - Collection		**3,553**	**700**	**250**					**950**
TOTAL SOLID WASTE DISPOSAL SYSTEM (Utility Supported)		**8,134**	**4,510**	**3,582**	**420**	**2,289**	**4,436**	**3,481**	**18,718**
LAND DRAINAGE UTILITY FUND									
Land Drainage and Flood Control (transferred to Utility fund effective 2018)									
Financed by Transfer from Sewage Disposal System Fund:									
Flood Pumping Station Rehabilitation	2-229		**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**
Land Drainage Sewers - Regional / Local Streets (transferred to Land Drainage Utility fund effective 2018)	2-230		**500**	**1,000**	**100**	**100**	**100**	**100**	**1,900**
Land Drainage and Combined Sewers Outfall Gate Structures	2-231		**1,800**	**1,740**	**2,020**				**5,560**
Stormwater Retention Basin Revetments	2-232		**175**		**430**		**470**		**1,075**
Land Drainage Utility	2-233				**400**	**100**			**500**
Development Agreement Paybacks									
- Developer Capacity Charges	2-234		**3,100**	**2,200**	**1,500**				**6,800**
Outfall Rehabilitation	2-235		**3,000**	**2,000**	**2,000**	**2,000**	**3,500**	**3,500**	**16,000**
Floodplain Management	2-236		**215**						**215**
Total Land Drainage and Flood Control (Utility Supported)			**9,790**	**7,940**	**7,450**	**3,200**	**5,070**	**4,600**	**38,050**

CAPITAL PROJECTS SUMMARY (in Thousands of $)	Vol.3 PAGE NO.	ADOPTED BUDGET 2017	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2018	FORECAST					
				2019	2020	2021	2022	2023	2018 - 2023
SPECIAL OPERATING AGENCIES									
WINNIPEG GOLF SERVICES									
Golf Course Amenities	2-237			1,000					1,000
TOTAL WINNIPEG GOLF SERVICES				1,000					1,000
TOTAL SPECIAL OPERATING AGENCIES				1,000					1,000

Appendix 11

Service Based Budget - Services By Policy Area

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

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