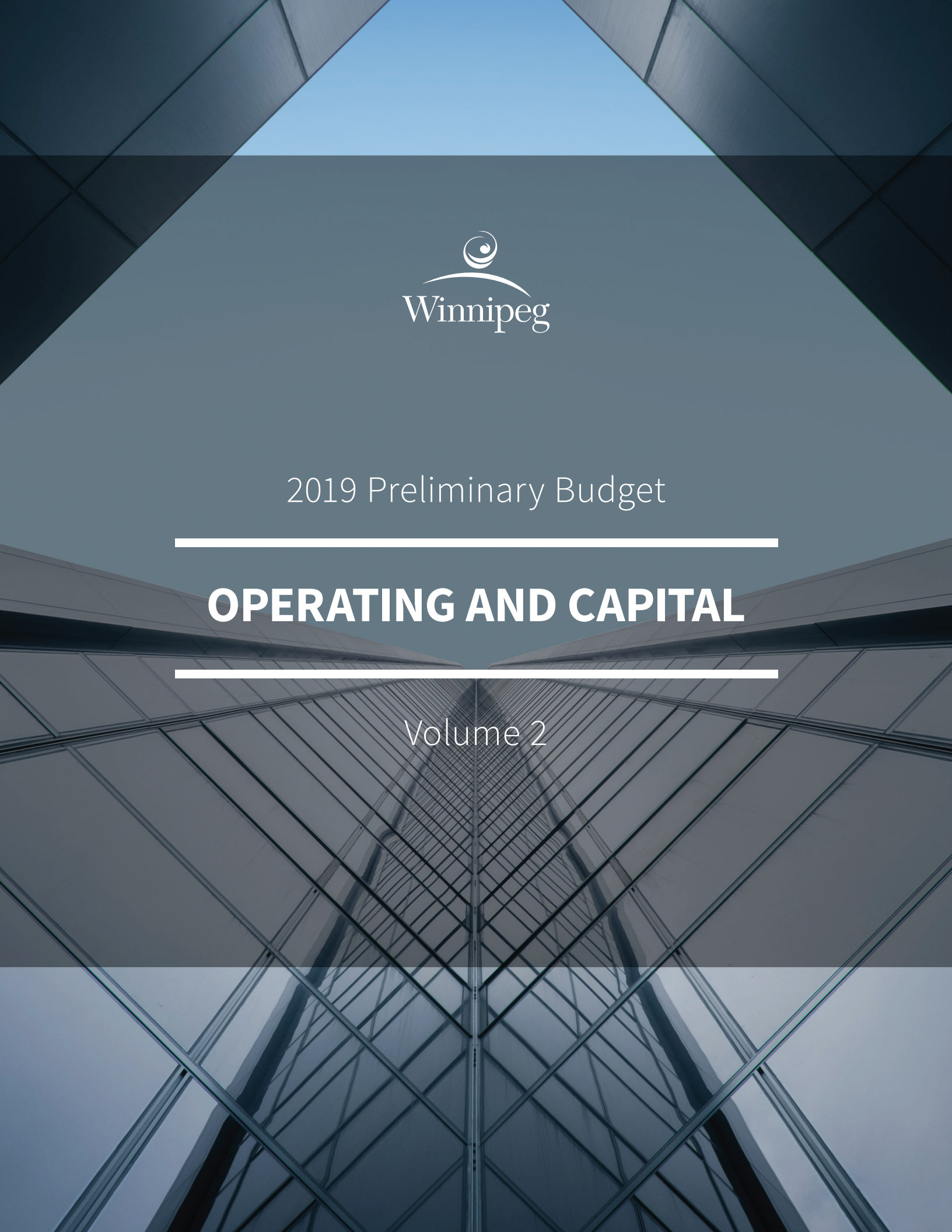


Winnipeg

2019 Preliminary Budget

OPERATING AND CAPITAL

Volume 2



City of Winnipeg

2019
Preliminary Budget
Operating and Capital
Volume 2

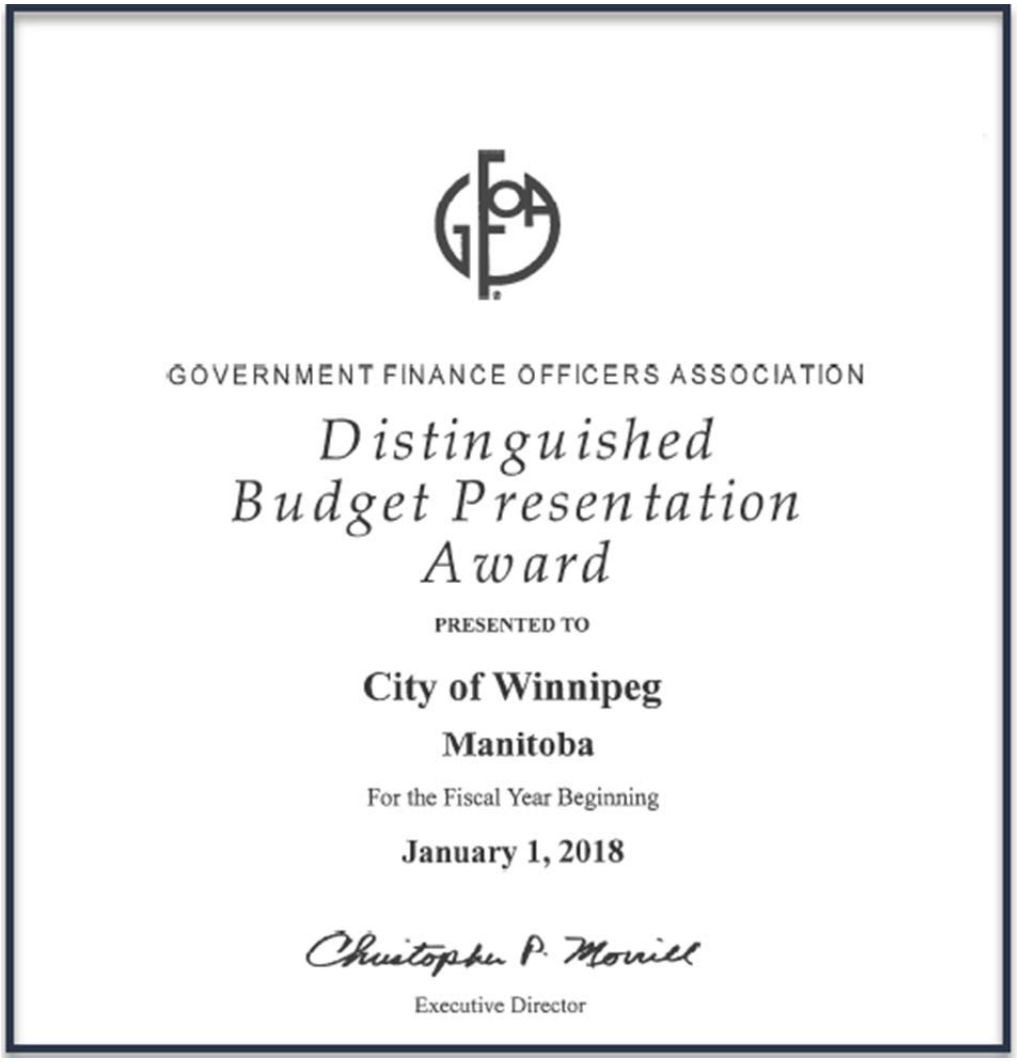
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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Winnipeg, Manitoba,** for its Annual Budget for the fiscal year beginning January 1, 2018.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

City of Winnipeg Council



Mayor Brian Bowman



Matt Allard
ST. BONIFACE
Acting Deputy Mayor



Jeff Browaty
NORTH KILDONAN



Markus Chambers
ST. NORBERT - SEINE RIVER
Deputy Mayor



Ross Eadie
MYNARSKI



Scott Gillingham
ST. JAMES



Cindy Gilroy
DANIEL MCINTYRE



Kevin Klein
CHARLESWOOD - TUXEDO - WESTWOOD



Janice Lukes
WAVERLEY WEST



Brian Mayes
ST. VITAL



Shawn Nason
TRANSCONA



John Orlikow
RIVER HEIGHTS - FORT GARRY



Sherri Rollins
FORT ROUGE - EAST FORT GARRY



Vivian Santos
POINT DOUGLAS



Jason Schreyer
ELMWOOD - EAST KILDONAN

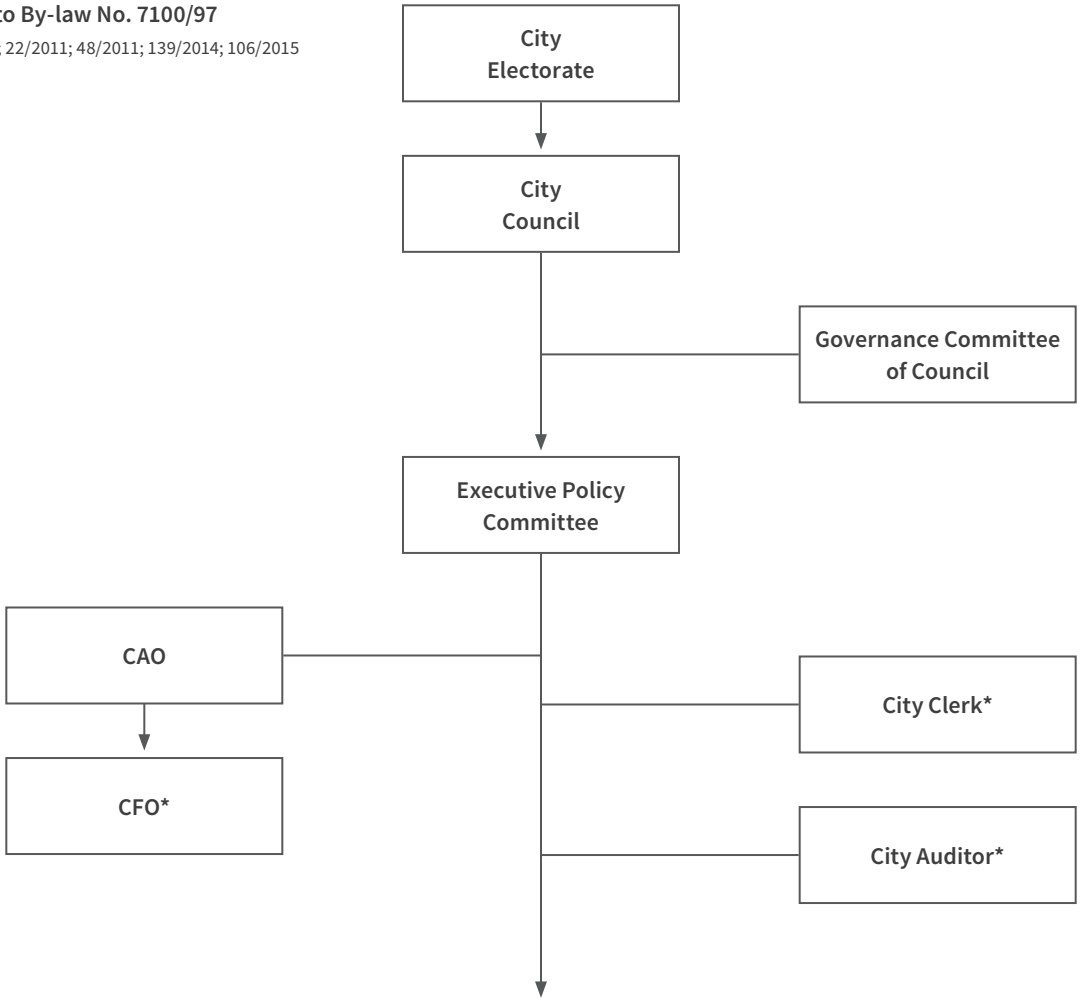


Devi Sharma
OLD KILDONAN

City of Winnipeg Organization

APPENDIX "A" to By-law No. 7100/97

amended 143/2008; 22/2011; 48/2011; 139/2014; 106/2015



Standing Policy Committee on Finance

- Additional Appropriations

Standing Policy Committee on Infrastructure Renewal and Public Works

- Engineering Services
- Fleet Management
- Public Works Maintenance
- Traffic Control
- Transit
- Transportation Planning

Standing Policy Committee on Protection, Community Services and Parks

- Animal Control
- By-Law Enforcement
- Cultural Services
- Disaster Planning
- Fire and Paramedic Services
- Harbour Master
- Libraries
- Museums
- Parks Planning
- Parks and Open Spaces
- Public Health
- Recreation & Parks
- Programming and Services

Standing Policy Committee on Innovation

- Annual reports of SSUs
- Business plans of SSUs
- Idea Bank Reserve
- Feasibility studies re. SSUs

Standing Policy Committee on Property and Development, Heritage and Downtown Development

- Asset Management
- Acquisition of Buildings
- Building Inspections
- Civic Buildings
- Development Control
- Downtown Development
- Facility Maintenance
- Heritage Matters
- Housing Policy
- Land Acquisition
- Land Development
- Planning & Land Use
- Transportation Planning
- Vacant and Derelict Buildings

Standing Policy Committee on Water and Waste, Riverbank Management and the Environment

- Engineering Services
- Environmental Matters
- Riverbank Management
- Solid Waste
- Water, Wastewater and Land Drainage Services

**** CFO, City Auditor and City Clerk have statutory reporting relationships to City Council***

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2019 LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE

Introduction

We are very pleased to table the 2019 preliminary capital and operating budgets.

Key priorities of the 2019 preliminary budgets include investments in transit, roads, innovation, and combined sewer overflow mitigation, maintaining front line services, reducing the water and sewer dividend rate while keeping taxes and fees affordable for Winnipeggers.

At the start of this year's budget process, we were facing a deficit of almost $86 million in our tax-supported operating budget.

In the short time since the municipal election in October, we have worked with residents, stakeholder groups, and members of our new Council to present for Council's consideration preliminary capital and operating budgets that are balanced from a fiscal and city building perspective.

Balancing this year's budgets required many difficult choices and decisions.

Compounding the challenge this year was the ongoing uncertainty regarding the provincial government's funding support to the City for 2019 and beyond as well as provincial funding commitments from prior fiscal years that remain outstanding.

We fully support the provincial government's efforts to eliminate its budget deficit, but we do not believe that this objective should be achieved on the backs of Winnipeg property taxpayers.

Therefore, we will continue to seek clarity from the provincial government on its funding intentions for Winnipeg for prior years, the current year, and future fiscal years. The funding clarity we seek for future fiscal years is no different than the advanced funding notice that the provincial government provides school divisions or receives from the federal government prior to tabling the annual provincial budget.

Notwithstanding these significant challenges, we believe that the 2019 preliminary budgets present a balanced and responsible blueprint, a plan that keeps property taxes affordable while maintaining and investing in key infrastructure, services, and technology that are important to Winnipeggers and are essential to building our city for the future.

The preliminary budgets reflect the reality that Winnipeg is the economic engine of Manitoba and its largest city. Winnipeg's population is on track to grow steadily and strongly over the next twenty-five years, and 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 also included extensive public engagement conducted by the Office of Public Engagement in the spring of 2018. Budget consultations were open to all

members of the public and community organizations, and provided opportunities to discuss the challenges and opportunities facing Winnipeg. Residents also had the opportunity to provide input and feedback through various on-line platforms. Individual meetings with each member of Council were also conducted by the Finance Chair.

Overall, we believe the preliminary 2019 budgets strike the right balance between fiscal discipline, addressing immediate priorities, and continuing to invest in key services and infrastructure that will build our city for the future.

Operating Revenues & Expenditures

This year's tax supported operating budget proposes to increase operating expenditures by 3.9 percent from last year's budget, with the majority of this increase required to fund increases related to existing collective agreements.

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

Two percent of the proposed 2.33 percent increase is dedicated to rebuilding and repairing our regional and local roads, and 0.33 percent of the proposed increase is dedicated toward the completion of the Southwest Rapid Transitway. This means that the average homeowner will pay an additional $40.00 in municipal property taxes in 2019.

To continue powering the economy and reduce the burden on small businesses, the business tax will be reduced from 5.14 percent to 4.97 percent and the business tax threshold will be increased from $33,300 to $33,900 in 2019.

Over the last five years, the business tax rate has been reduced from 5.7 percent to 4.97 percent and we have increased the business tax threshold from $23,880 to $33,900 which has eliminated the business tax for almost one-half of Winnipeg businesses.

Overall, Winnipeg continues to have among the lowest operating costs per capita and levels of expenditure growth as well as among the lowest property taxes of all major cities in Canada. According to KPMG's most recent Competitive Alternatives Study, Winnipeg continues to be the lowest cost city among 27 cities in Canada and the U.S. mid -west to own and operate a business.

There is no rate increase proposed to the frontage levy in 2019.

The water and sewer dividend rate is proposed to decrease from 12 to 11 percent of budgeted water and wastewater sales. This is the first time in the city's history that the water and sewer dividend has been reduced. This measure will help fund significant upgrades to Winnipeg's wastewater treatment infrastructure mandated by the Province of Manitoba, while also helping to keep water and sewer rates affordable for Winnipeggers.

There are no new fees or charges included in the 2019 preliminary budgets.

The waste diversion fee will increase to $63.00/year from the current level of $57.50/year to reflect the increased cost associated with the city's new recycling contract that took effect last year.

Furthermore, the impact fee will increase at the rate of construction inflation which is 3.5% for 2019, but this fee will not be used as a funding source in the 2019 budgets.

Increases to all remaining fees and charges in the budget will be limited to the rate of inflation of 1.6% in 2019 with the exception of transit fares and on-street parking rates which will be frozen in 2019 at 2018 levels.

Transit

Investments in transit are essential for a modern, growing city and this year's preliminary budgets propose significant new investments in transit, with a focus on safety, affordability, and enhanced service.

This will be a critical year for Winnipeg Transit, with the finalization of the Transit Master Plan as well as construction concluding on the Stage 2 of the Southwest Rapid Transitway.

In 2019, the tax supported transfer to transit is proposed to be $70.6 million, an increase of over six percent from last year's tax supported transfer of $66.4 million.

Winnipeg continues to have among the lowest transit fares compared to other major Canadian cities. The 2019 preliminary budgets will maintain the affordability of transit by providing the financial resources necessary to freeze transit fares in 2019 at 2018 levels, as was previously approved by Council. This is the first time that transit fares have been frozen since 2007.

This year's preliminary budgets recommend implementation of Winnipeg's first low-income bus pass. To ensure successful implementation, our Public Service will continue to engage with key stakeholders throughout the year.

The preliminary budgets include a recommendation for Council to approve implementation of a low income bus pass starting on April 1, 2020, with eligible adults to qualify for a 30 percent discount on the cost of a full fare adult monthly pass in 2020, a 40 percent discount in 2021, and a 50 percent discount starting April 1, 2022. This will allow Winnipeg Transit to phase in the cost of this initiative over three years and properly assess what additional resources will be required within the broader context of the forthcoming Winnipeg Transit Master Plan.

A report will be brought forward to Council in 2019 providing more details on the implementation and financing of the low income bus pass.

The preliminary budgets also propose significant investments in transit safety. To date, Winnipeg Transit has implemented numerous safety enhancement initiatives. These enhancements included establishing reporting procedures with the Winnipeg Police Service,

expanding the surveillance system on buses, providing safety training to transit inspectors and operators, and adding new inspectors on transit buses.

Building on previous safety initiatives, the 2019 preliminary budgets propose an investment of $3.15 million to purchase and install bus operator safety shields for the entire bus fleet over the next year. We believe this is a positive step towards increasing transit safety. It is also consistent with best practices, and provides the most protection to bus operators.

The preliminary budgets also provide additional resources to equip transit inspectors with protective vests, and $100,000 to develop a long-term transit security plan that may include expanding the powers of transit special constables.

The preliminary budgets propose an investment of $22.2 million to purchase 34 new buses including buses for the opening of Stage 2 of the Southwest Rapid Transitway.

The preliminary budgets propose an investment of $1 million to enable transit to take the next step towards electrifying the bus fleet. The budgets also propose investments to improve the ridership experience by earmarking over $1 million for new heated bus shelters in 2019 and a further $500,000 to improve bus stops for individuals with accessibility requirements.

Looking ahead, completion of the Winnipeg Transit Master Plan is expected to be a critical document in helping guide the planning of investments over the next decade which will position Winnipeg Transit for success in the future by better meeting the needs of passengers and prepare for the transportation requirements of a growing city.

Road Renewal

Investing in road renewal continues to be a top priority for Winnipeggers and the 2019 budgets propose significant investments in this key area.

In 2019, Winnipeg's investment in regional and local road renewal will increase by the full value of the two percent increase in property taxes. This year also marks the first year of a five-year accelerated regional roads investment program jointly funded by Canada, the Province of Manitoba, and the City of Winnipeg.

However, the provincial government has recently made a unilateral decision to not fully fund the final year of a five-year $250 million road funding commitment to the city that expired at the end of 2018.

Given that the 2018 budget has now closed and projects have been completed with the expectation of receiving this funding from the provincial government, the city is now faced with a very difficult choice in how to address a $40 million provincial roads funding shortfall from 2018.

Council could choose to increase property taxes by approximately 7.1 percent in 2019 to cover this provincial shortfall which would require the average household to pay approximately $122.00 more in property taxes this year.

Alternatively, Council could choose to cover the $40 million provincial shortfall with long term debt which could have negative implications for the city's current credit rating and/or reduce the city's investment in other capital assets.

Instead, we propose a balanced and fiscally prudent approach in the 2019 preliminary budgets. This balanced approach proposes to cover $20 million of the $40 million provincial funding shortfall from 2018 using resources from the Local Road Renewal Reserve in 2019, with the remainder of this provincial shortfall to be addressed in 2020.

Furthermore, given the provincial government's decision to not fulfill the final year of its $250 million road commitment in 2018, it would not be prudent for the city to budget for this level of provincial road support in 2019 and beyond.

In 2019, the city will budget to receive $17 million from the province in 2019 which reflects their commitments made to date under the accelerated regional roads program.

The city's total investment in new regional and local road renewals in 2019 from all funding sources will be $86.4 million. This represents a decrease of $42 million from the projected level of $128.4 million approved by Council for 2019.

This $42 million decrease in road renewal investments in 2019 compared to forecast is due to a reduced level of provincial funding on new road renewals in 2019 together with a decision to partially address the provincial road funding shortfall from 2018 out of the local road reserve funds in 2019.

The impact of this funding decrease will mean fewer local road projects will be undertaken in 2019 compared to last year. It will also mean less local roadwork in the future.

Innovation, Transformation & Technology

Building a city whose population is on track to reach one million people requires smart and strategic investments in services and as well as traditional infrastructure such as roads and community centers. However, investments in technology and innovation capital are also important.

The 2019 preliminary budgets include additional investments in technology to address years of deferred improvements for critical services such as minimizing 311 downtime, improving the public's access to open data, as well as renewed investments in emergency services communications by replacing Tait Radio technology.

The preliminary budgets also propose investments in the smart cities program which will include enhancements to our internationally recognized Transportation Management Centre, expanding efforts to alleviate traffic pressures at congested corridors like at-grade train crossings, as well as beginning the process of providing priority traffic signals to emergency vehicles in an effort to improve service levels.

Community Safety

The 2019 preliminary operating budget proposes to invest an historic amount of $301.4 million in the police service, which reflects an increase of approximately $10 million or 3.4 percent from 2018.

This year's increase in the police service operating budget will fund negotiated increases associated with the Winnipeg Police Service collective agreement as well as important investments in safety as determined by the Winnipeg Police Board and the Chief of Police.

The 2019 investment in the police service operating budget exceeds the projected level for 2019 and marks the first time that this budget will exceed $300 million.

The 2019 preliminary operating budget proposes to invest over $200 million in the fire paramedic service in 2019 which reflects an increase of 4.2 percent from 2018. The majority of this increase is required to fund negotiated increases associated with existing collective agreements.

The 2019 preliminary capital budget proposes an investment of $16 million in the fire and paramedic service including over $10 million in a new computer aided dispatch (CAD) system to modernize and improve communications within the fire paramedic service, conditional on receiving cost shared support for this from Shared Health.

The 2019 preliminary budgets also include additional resources to purchase new firefighting equipment and maintain existing fire halls. The preliminary budgets also reflect a full cost recovery of ambulance services by the city from the Province of Manitoba, recognizing that delivery of ambulance services is a provincial responsibility.

Six–year Capital Investment Plan

The city continues to face an immense infrastructure deficit of approximately $7 billion. About half of this deficit is required to upgrade existing infrastructure and the other half required to invest in new infrastructure to support a growing city.

The preliminary budgets propose a capital investment of $367.5 million which is a small decrease from the 2018 budget of $380.1 million. We are able to maintain our capital investment in 2019 at a reasonably comparable level to 2018 despite budgeting to receive a significantly lower level of provincial road investment in 2019 compared to 2018.

External debt in 2019 for new capital investment is $38.2 million, a decrease from the projected amount in the 2018 budget, and a decrease from the 2018 approved level of $48 million. Unlike the Province of Manitoba or Federal Government which do not have any debt limits, the City of Winnipeg adheres to a self –imposed debt limit which is among the most stringent of all major cities in Canada. Winnipeg's proposed debt levels for 2019 are well within its self-imposed debt limit.

The city's current State of the Infrastructure Report completed in 2018 indicates that assets within the area of Community Services and Municipal Buildings required significant investments.

The preliminary 2019 capital budget proposes an investment of $30.6 million in community service assets which is an increase of $10 million from last year's level and in line with last year's projected investment in this area for 2019.

Included in the overall level of investment for community services in 2019 is a proposal to more than double the funds available for the Community Centre Renovation Grant Program (CCRGP) from the previous level of just under $1 million to $2 million in 2019, and $2 million each year until 2023. The 2019 budget also includes a recommendation to increase the maximum eligible grant under this program to $100,000 from $50,000. A report will be brought forward for Council's consideration in 2019 with more details on this proposed increase to the grant levels under the CCRGP.

Over $5 million is proposed to be invested in on going upgrades to infrastructure within Assiniboine Park, and $1.75 million is proposed to be invested in the development of a new recreation campus at Grant Park.

A capital investment of over $18 million is proposed in 2019 for municipal buildings including $10.4 million to demolish and ready the former public safety building and civic parkade for re-development. An investment of over $1.6 million is proposed to repair and renovate indoor pools, and over $500,000 to repair arenas.

Over the next six years, the city's total capital investment is projected to be $2.3 billion.

Individual strategic capital investments over this six-year period include:

- An investment of over $800 million to renew the city's existing local and regional roads
- An investment of over $169 million to reduce the incidence of combined sewer overflows;
- An investment of over $23 million for in our urban forest enhancement program;
- An investment of over $22 million in pedestrian and cycling infrastructure and other active transportation assets, and;
- An investment of over $11.8 million to build a new recreation facility in Waverley West.

In addition, the 2019 budget will include a recommendation for Council to refer an investment of up to $3 million to the 2020 capital budget to renovate and renew Rainbow Stage, a city-owned asset in Kildonan Park, subject to Rainbow Stage securing matching funds from fundraising and/or other levels of government.

New and ongoing program investments

The 2019 preliminary budgets propose new and ongoing investments to build complete neighbourhoods and strengthen communities including:

- $11.1 million of operating support for the Assiniboine Park Conservancy;
- $4.6 million for the Winnipeg Arts Council;
- Fourth year of a five year annual commitment of $1 million to the Winnipeg Art Gallery Inuit Art Centre;
- $1.25 million to support the Indigenous Youth Strategy;
- Over $400,000 to enhance snow clearing on active transportation paths and sidewalks, starting with the 2019 snow season;
- $150,000 to continue the Community Homeless Assistance Program (CHAT), and;
- Fifth year of a 5 year annual commitment of $150,000 towards the plan to end homelessness.

Efficiencies & Multi-year Budgets in 2020

Identifying efficiencies and ensuring value for taxpayers continues to be a top priority for the city in 2019. This will become even more critical as the city moves towards a multi-year budget planning framework in 2020.

In 2019, a vacancy management target of $18 million is proposed to be shared by all 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 employment. This exercise will not involve any layoffs of current city employees.

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

In addition, the 2019 preliminary budgets include a total of just under $12 million of efficiency savings to be held corporately as well as $1.6 million of expenditure management savings to be allocated among all departments on a pro rata basis.

Finally, in preparation for the 2020 budgets which are expected to be the first capital and operating budgets to be balanced on a multi-year basis, this year's budget will include recommendations for the public service to report back in 2019 with the following information:

- An analysis of the city's core service responsibilities under *The City of Winnipeg Charter* and any other relevant legislation;
- A plan to introduce an evaluation framework to review current and future city grants;
- A review of the city's current fees and charges; and
- A review of the city's unfunded capital projects.

These reports, along with significant planning documents such as the Transit Master Plan and the OurWinnipeg review and Asset Management Plan will be used to make the difficult planning decisions required to balance the city's capital and operating budgets on a multi-year basis starting in 2020.

Conclusion

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.

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 and predictable 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 residents and members of Council to continue the discussion to finalize the preliminary 2019 operating and capital budgets.

Respectfully submitted,

Brian Bowman
MAYOR

Scott Gillingham
CHAIR, Standing Policy Committee on Finance

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OPERATING BUDGET RECOMMENDATIONS

1. That the following recommendations with respect to the 2019 - 2021 Preliminary Operating Budget be approved:

   A. i. That the 2019 Preliminary Operating Budget, including the budgets for reserves (Appendix 3), be reviewed and submitted to Council for approval; and

   ii. That the 2020 and 2021 projections be received and submitted to Council as information on the preliminary financial plans for those years.

   B. That the City's mill rate be increased from 12.987 to 13.290 in 2019, for the purpose of raising revenue as required for the annual operating budget.

   Note: This mill rate of 13.290 in 2019 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 5.14% to 4.97% in 2019; 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 $33,900 or less in 2019 ($33,300 in 2018).

   D. That the fees (Appendix 7), levies and transfers between funds outlined in the 2019 Operating Budget be approved.

   E. That Council approve the amended (attached) Water and Sewer Utility Dividend Policy, which reduces the dividend payment to the City from 12% to 11% of budgeted gross sales effective January 1, 2019, which will be transferred to the City each year.

   F. That a transfer of $10,303,733 from the Financial Stabilization Reserve Fund to the General Revenue Fund be made in 2019.

G. That a transfer of $70 million from the Sewage Disposal System Fund to the Environmental Projects Reserve be made in 2019 to support the North End Treatment Plant (NEWPCC) Upgrade projects.

H. That $2,524,798 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 2019 tax supported operating budget.

I. That a transfer of $220,690 from Building Communities Initiative capital project surplus (project now closed and completed) to the Land Dedication Reserve be made in 2019, with the funds allocated to respective Council wards as set out in Appendix 6.

J. That Council approve a transfer of $100,000 annually for each of the next 4 years starting in 2019 from the Civic Initiatives, Promotional and Protocol grant program to the General Purpose Reserve Fund to support the establishment of a Community Safety and Crime Prevention program.

K. That on-street parking meter rates for 2019 be kept at the same levels as 2018.

L. That the Winnipeg Parking Authority be directed to return to the appropriate committee of Council in 2019 with an analysis of current parking rates, including consultation with stakeholders to determine any recommendations for future changes to these rates.

M. That consistent with prior direction provided by the Executive Policy Committee, the Public Service continue to pursue a new agreement with Shared Health Services for the provision of Emergency Medical Services by the City that reflects full cost recovery from Shared Health.

N. That in accordance with the December 12, 2017 Council decision to 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), a transfer of $4.405 million of such net proceeds currently held in the Land Operating Reserve be made to the General Capital Fund for the Public Safety Building and Civic Centre Parkade capital project as contained in the 2019 capital budget.

O. i. That prior to payment of any monies approved in the 2019 operating budget, the City enter into, execute and deliver a grant agreement with each grant recipient, and 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;

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

iii. That the Chief Operating Officer of the Winnipeg Parking Authority Special Operating Agency (WPA) be delegated authority to approve in-kind requests from charitable organizations for the donation of "use of paid parking" (such as on-street parking permits, WPA parking closure fees, etc.) up to an aggregate total of $260,000 in 2019 only. These must be provided to those organizations who have received this support in the past. These in-kind grants would be included in the review as noted in recommendation V.i.b) below and be addressed as part of the 2020 budget process.

P. That, as a result of 2019 grant monies for the Indigenous Youth Strategy program being provided by the City and expended by third party organizations over a two year period (2019/2020), the City enter into multi-year grant agreements with respect to such grants.

Q. That the Computer Replacement Reserve be terminated effective January 1, 2019 and replaced with a new Computer, Critical Systems and Support Reserve in accordance with section 289 of the City of Winnipeg Charter;

i. That the purpose of the reserve be to provide funding for the upgrade and replacement of hardware and/or software of both personal computers and city-wide critical systems and support resources. Critical system hardware elements include shared enterprise storage, servers and other hardware components. Critical system software elements include server operating systems, server virtualization, database, e-mail and other supporting software. Support resources are for salaries and benefits of additional staff hours or contractors required to support city-wide systems;

ii. That this reserve continue to be funded through annual contributions from departments for computer related hardware and software based upon the projected purchase cost of the replacement;

iii. That the Fund Manager of the reserve be the Chief Innovation Officer; and

iv. That the balance of funds in the Computer Replacement Reserve be transferred to the new Computer, Critical Systems and Support Reserve, effective January 1, 2019.

R. That Council approve effective January 1, 2019, the transfer of the property management function from the Municipal Accommodations Fund, inclusive of related budgeted positions, to the newly created Real Estate and Land Development Division within the General Revenue Fund on a budget and FTE complement neutral basis.

S. That Council close the Library Trust and Portage and Main Concourse Funds effective January 1, 2019 with any remaining surplus balance to be transferred to an appropriate deferred revenue account in the General Revenue Fund.

T. i. That Council approve the establishment of a Low Income Bus Pass Program effective April 1, 2020 reflecting discounted fares commencing at 30% at date of implementation, 40% in 2021 and 50% in 2022, and that Transit Department report back to Council within 180 days setting out program funding and implementation details; and

ii. That Council approve the 2019 capital budget of $236,000 and approve in principle the 2021 capital forecast of $139,000 for the technical and administrative set-up of the program. These will be funded by Transit Retained Earnings.

U. i. That the Chief Administrative Officer or designate be delegated the authority to manage vacancies within City departments and administrative units within the scope of the 2019 operating budget without affecting the general level of public services as identified in the operating budget or overall civic staff establishment; and

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 recommendation 1.U.i. above.

V. i. That the Chief Administrative Officer be directed to report back to the appropriate committee of Council on the following items in 2019, in preparation of the multi-year budget planning process for 2020:

a) A review of the City's core service delivery responsibilities under The City of Winnipeg Charter and any other relevant legislation;

b) An evaluation framework to review all current and any future City grants. This framework shall include, but not necessarily be limited to, a review of each the respective grants' alignment with the core service responsibilities of the City as well as an assessment of the outcomes that are or will be achieved from each of the grants;

c) Recommendations on any changes to the City's current fees and charges based on an assessment of best practices in other jurisdictions and the cost of service delivery; and
d) Prioritization list of unfunded major capital projects.

ii. That the Public Service ensure that the updated OurWinnipeg, the Transit Operational Review, the City's Asset Management Plan and any other significant City planning documents be used as guiding documents in the 2020 multi-year budget process.

S. 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 1.U. if required, on a budget neutral basis.

T. 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 2019 Preliminary Capital Budget and 2020 to 2024 Five Year Forecast be approved:

A. i. That the 2019 Preliminary Capital Budget, totaling $367.515 million be reviewed and submitted to Council for approval;

ii. That new capital borrowing authority be approved as follows:
a) $38.187 million external borrowing for 2019 tax-supported operations, including Transit and Municipal Accommodations; and
b) $34.900 million external borrowing for 2019 tax-supported internal financing including Municipal Accommodations.

Note: The borrowing authority for Winnipeg Fleet Management Special Operating Agency (SOA) is approved as part of the SOA's 2019 to 2021 business plan report.

iii. That the 2020 to 2024 Five Year Capital Forecast be reviewed and submitted to Council for adoption in principle.

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

Year	$ Millions
2019	21.010
2020	65.141
2021	66.565
2022	71.178
2023	65.136
2024	71.178

Note: For 2020 to 2024 cash to capital balances, see “Financial Sustainability” slide in Volume 2, Overview section and t Volume 3, Capital Projects Summary section, page 1-i, note 2.

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

D. That Council authorize expenditures on the following projects in 2019 or prior to the adoption of the 2020 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 $6.7 million for preliminary engineering design for various Accelerated Regional Street Renewal projects;

ii. Up to $12.186 million for the Fermor Avenue – Lagimodiere to Plessis Accelerated Regional Street Renewal project;

iii. Up to $6.7 million for the Dublin Avenue – Notre Dame to St. James Accelerated Regional Street Renewal project;

iv. Up to $2.7 million for the St. James Street – Dublin to Saskatchewan Accelerated Regional Street Renewal project;

v. Up to $3.3 million for the Dublin Avenue Bridge (Omand’s Creek) project.

E. That Council refer for consideration in the 2020 budget an investment of up to $3 million for the repairs and upgrades to Rainbow Stage in Kildonan Park, subject to the Board of Rainbow Stage securing matching funds for this project from other levels of government and/or private fundraising.

F. That Transit Department be directed to report back to the appropriate committee of Council with a funding strategy and implementation plan for additional heated bus shelters concurrent with the result of Transit’s Master Plan.

G. i. That Council approve a $20 million allocation from the 2019 Local Street Renewal Reserve in order to complete and fund the 2018 local street renewal capital projects. The loss of Provincial roads funding budgeted in 2018 resulted in capital budget shortfall of $40 million ($50 million budget less $10 million commitment) of which $20 million is addressed in the 2019 capital budget; and

ii. That the remaining $20 million roads funding shortfall due to the loss of provincial funding be referred to the 2020 capital budget process as reflected in the capital forecast.

H. i. That Council approve the annual transfer of $1.035 million from the Financial Stabilization Reserve to the Community Centre Renovation Grant Program starting in 2019 up to 2023; and

ii. That the Chief Administrative Officer be directed to report back to the appropriate committee of Council with a review and update of the Community Centre Renovation Grant Program including but not limited to an evaluation criteria and increased maximum funding threshold per project from $50,000 (inclusive of all applicable taxes) to $100,000 (inclusive of all applicable taxes).

I. That a transfer from Land Operating Reserve to the General Capital Fund be made in 2019 to a maximum of $7.37 million which includes the $4.405 million in recommendation 1.N., and up to $235,000 to the General Revenue Fund, provided the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full transfer cannot be made, any shortfall will be addressed during 2019.

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

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

3. That Council approve a change to the local and regional street renewal reserves to include the repair, renewal and/or replacement of bridges as an eligible expense to be funded from these reserves.

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

Winnipeg

CITY OF WINNIPEG POLICY NO. WW-006

POLICY TITLE	ADOPTED BY	EFFECTIVE DATE
Utility Dividend Policy	*City Council*	
ORIGIN / AUTHORITY	**CITY POLICY NO**	**MOST RECENT CONSOLIDATION**
City Council	*WW-006*	

1. **Purpose:**
   The purpose of this Policy is to set fiscal guidelines to govern the dividend payment from the Utility to the City of Winnipeg.

2. **Definitions:**

   2.1 **"dividend payment"** means the annual amount payable to the City by the Utility.

   2.2 **"gross sales"** means the total water and sewer services rate revenues in a fiscal year.

   2.3 **"Utility"** includes both the City of Winnipeg water utility and sewer utility, but does not include the City of Winnipeg solid waste utility.

3. **Water and Sewer Utility Dividend Policy**

   3.1 The dividend payment to the City will be 11% of budget gross sales effective January 1, 2019, which will be transferred to the City in each year.

4. **Responsibilities**

   4.1 **Council** – will review this Policy every 4 years (within three months of every new term of Council).

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Reader's Guide

This **Reader's Guide** is intended to provide the reader with a basic understanding of Volume 2 of the budget documents developed from the budgeting process, as well as briefly describe the document's content and layout.

The budget documents have several purposes:

- As a **policy document**, they outline the financial policies that guide the development of the budget as well as articulate financial priorities and issues;
- As a **financial plan**, they provide, in dollar terms, the plans for the next several years;
- As an **operating guide**, the budget documents help City departments manage their day-to-day operations by providing important financial and policy information and by identifying the financial and staffing resources available to carry out their activities; and
- As a **communications device**, the documents give all readers a comprehensive look at the services provided by the City and the costs related to those services.

Volume 2 provides summary and detailed budget information on 2019 operations and 2020 and 2021 projections; and summary information on capital projects including financing for the capital program, set out in the following sections:

The very front of the book includes the 2018 GFOA budget award; City of Winnipeg Council; 2019 Letter from the Mayor and the Chairperson of the Standing Policy Committee on Finance that provides key information for the budget such as the City priorities, current budgets and financial challenges; and the budget recommendations to be submitted to Council for approval.

Section 1 - the **Overview** section provides key information about the operating and capital budgets**.**

- **Reader's Guide**
- **2019 Budget at a Glance** identifies and summarizes the City budgets for major funds.
- **Basis of Budgeting** and **Budget Process** provide the guidelines and key steps in developing the budget.
- **Budget Presentation** provides information about the public consultation process, budget context and highlights, how the operating and capital dollars are to be spent and future budget challenges.

Section 2 - Service Based Budget

- The **Financial Summary** section provides a listing of all City services and the Standing Policy Committee responsible for each, together with a summary of the revenue, investment and full time equivalents (FTEs) related to each service. Page references on the Financial Summary direct the reader to more detailed information by service on the pages to follow.

- The **Detailed Service Based Budget** section, categorized by responsible Standing Policy Committee, gives additional information about each service, including description, key goals, service level statistics, multi-year operating budgets and actuals by major account categories, revenue, expense and full-time equivalent position variance explanations, sub-services, as well as hi-level summary information of reserves and capital budget investments relevant to the service.

Section 3 - the **Appendices** provide additional context information in support of the rest of the budget document.

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2019 BUDGET AT A GLANCE

(In millions of $)

Revenue

	2018 Budget (Restated)	2019 Preliminary Budget
Tax Supported Operations	1,082.1	1,124.8
Utilities	649.2	652.6
Special Operating Agencies	78.1	81.3
Reserves	222.4	311.9
Capital	380.1	367.5
Total Revenue	**2,411.9**	**2,538.1**

Expenditures

	2018 Budget (Restated)	2019 Preliminary Budget
Tax Supported Operations	1,082.1	1,124.8
Utilities	593.2	685.2
Special Operating Agencies	84.2	89.3
Reserves	192.7	260.6
Capital	380.1	367.5
Total Expenditures	**2,332.3**	**2,527.4**

Surplus / (Deficit) before Other Adjustments	**79.6**	**10.7**

Notes:

1. - The budgets are presented on a gross basis and are not "consolidated"; therefore, inter-fund transactions have not been eliminated.
2. - The entity's audited financial statements are prepared on a consolidated basis and can be found on the City website: http://www.winnipeg.ca/finance/documents_page.stm.
3. - The consolidated budget for 2018 can be found in Appendix 9 of Volume 2.
4 -The beginning and ending balance in the General Revenue Fund is zero.
5. - A detailed list of reserve funds can be found in Appendix 3 of Volume 2.

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Basis of Budgeting

The 2019 to 2021 Tax Supported Operating Budget is balanced in 2019 with the 2020 and 2021 projections not yet complete, requiring further work in those years to balance revenues and expenditures. The 2019 Preliminary Operating Budget will go to Council for adoption in March 2019 and 2020 and 2021 projections will be received as information.

The City prepares a six-year capital investment plan, including related funding sources. The first year is adopted by Council and the five-year forecast is adopted in principle. The six-year capital view is required by legislation (The City of Winnipeg Charter). The preliminary capital budget for 2019 and five-year forecast will go to Council for adoption and adoption in principle, respectively in March 2019.

The City budgets for several funds – the capital fund; the general revenue or tax-supported fund; utility operations (Transit, Waterworks, Sewage Disposal, Solid Waste Disposal, Land Drainage, Municipal Accommodations); and Special Operating Agencies (Animal Services, Golf Services, Parking Authority and Fleet Management). Transfers to or from the General Revenue Fund and between funds are included in the budget. In addition, revenues and expenses for capital and special purpose reserves are included in the budget (see Appendix 3).

The basis of budgeting for the City is described in more detail in the following sections:

Expense and Revenue Recognition

The City of Winnipeg develops its operating budget for tax supported and utility operations on a modified accrual basis. The modified accrual basis of accounting records revenue when it is earned, measurable and available. Expenditures are recognized when the liability is incurred, except for certain expenses, for example, those associated with retirement allowances, accrued vacation, worker's compensation, compensated absences, and landfill liabilities which are budgeted on a cash basis. Debt servicing payments are budgeted for when due (depreciation of assets is not budgeted). Revenue from land sales is recorded in accordance with accounting principles used within the real estate industry.

The City uses the full accrual basis of accounting. Revenue is recorded as it is earned and measurable. Expenses are recognized as they are incurred and measurable based on receipt of goods and/or the legal obligation to pay. The City's financial statements are developed in accordance with generally accepted accounting principles for local governments, as recommended by Public Sector Accounting Board (PSAB).

Capital Assets

Capital assets are generally defined as those with a cost exceeding $100,000 (non-recurring capital projects and recurring/ongoing capital programs) with a minimum 10-year life. These assets are budgeted for in the capital budget and the financing costs are expensed in the operating budgets. Major equipment or automated systems development projects are also included in the capital budget although their useful life may be less than 10 years. Land acquisition and local improvements are considered capital works regardless of expected cost. Smaller asset purchases are expensed in the operating budgets.

A multi-criteria approach to prioritize capital investment based on a triple bottom line approach, which includes assessing projects based on social, economic and environmental factors, has been developed as part of the City's asset management initiative. This annual prioritization tool is available to all departments and facilitates the development of their capital budgtet submission.

Service-Based Budget

The City reports budget information on a service-based basis (how much the service will cost and how the service is to be funded), regardless of which area or department delivers the service. The service-based budget is intended to provide more transparent reporting and a more direct link between budgets provided and the services delivered. As part of the budget document a more traditional, by department view is also provided (see Appendix 1, volume 2).

Capital Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expense as incurred.

Debt and Debt Payments

The City may only incur debt for the purposes of capital expenditures. With the approval of the Provincial Minister of Finance, a borrowing by-law is passed by Council which authorizes borrowing for the capital budget.

Annual payments of principal and interest are budgeted in the City's operating budget as debt and finance charges.

Consolidation

The annual operating budget adopted by Council provides the spending authorization for each fund, and therefore the current year budget is adopted on a non-consolidated basis. That is, inter-fund transactions have not been eliminated in order to ensure full spending authority is provided. However, each year in the budget document, a consolidated budget is prepared for the current year which eliminates inter-fund transactions. This consolidated budget is then available each year-end to allow comparison and variance reporting to the annual financial statements, also prepared on a consolidated basis.

Balanced Operating Budgets

The City of Winnipeg Charter requires that the City adopt a balanced operating budget for the current year (estimated expenditures for a fiscal year do not exceed the estimated revenues for the year). Council policy provides that year-end surplus be transferred to the Financial Stabilization Reserve. Any operating deficits arising in-year must be addressed in the next year's budget.

Reserves

Reserves are established by Council, as required for future financial commitments and are operated under the regulations and policies prescribed by provincial legislation or City by-laws as applicable. Budgets are prepared for reserve expenditures and revenues, and transfers to and from reserves are included in the tax-supported, utility, and capital budgets.

Fees and Charges

A Fees and Charges Schedule is published annually in accordance with the Fees and Charges By-Law (196/2008) to identify the current fees and charges administered by the City of Winnipeg and the authority under which they are administered. The Chief Financial Officer is authorized to increase annually any fee imposed by the City by an amount equal to or less than the rate of inflation. New fees or fee increases greater than inflation must be approved by Council unless specifically otherwise delegated. Normally new fees or fee increases greater than inflation would be included as part of the annual budget process.

Long-Term Capital Forecasting

Asset Management Policy F1-001 (adopted by Council on January 28, 2015), states that the Public Service will implement a comprehensive approach to managing the City's assets, to meet established levels of service at the lowest overall cost of ownership, at an acceptable level of risk. Winnipeg's City Asset Management Plan (CAMP) and the State of the Infrastructure Report (SOIR) were released in 2018. The CAMP summarizes the inventory, overall replacement value, age and condition of the City's major asset groups. It also outlines the funding deficit and strategies associated with meeting assumed levels of service for existing and new infrastructure. In addition, this report serves as an action plan for continual improvement initiatives across the entire organization. Winnipeg's CAMP and the annual capital budget process are the tools to implement the city's long-term capital planning process.

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2019 Budget Process*

Performance Measurement

April to July 2018

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

Public Consultation

April to May 2018

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

Call Letter

May 2018

- Each year, the Chief Financial Officer issues the Budget Call Letter, launching the annual budget process.
- Unless otherwise specified, the operating budget submission is comprised of three years; the budget year and two projection years. The capital budget submission is comprised of six years; the budget year and a five year capital forecast.

Budget Development

May 2018 to February 2019

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

October 24 2018

- Civic Election

Table Preliminary Budgets

March 2019

- The Preliminary Operating and Capital Budgets are tabled at a meeting of Executive Policy Committee.

Committee Review

March 2019

- The Executive Policy Committee refers the preliminary operating and capital budget to the City's Standing Policy Committees for review and recommendations. Each Committee reviews the part of the budget related to its jurisdiction:
  - Infrastructure Renewal and Public Works,
  - Water and Waste, Riverbank Management and the Environment,
  - Property and Development, Heritage and Downtown Development,
  - Protection, Community Services and Parks
  - Innovation, and
  - The Winnipeg Police Board.
- The Committees hear presentations by departments. Members of the public and interest groups may also make presentations at these meetings.
- The Executive Policy Committee provides for delegations from the public and reviews the recommendations from the Standing Policy Committees. Recommendations are finalized by the Executive Policy Committee and forwarded to Council.
- See the last page of the budget presentation (Overview tab) for listing of Committee review dates.

Council Approval

March 20, 2019

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

*Dates noted above vary for each budget process.

Winnipeg

2019 PRELIMINARY OPERATING AND CAPITAL BUDGETS

March 1, 2019

Overview

- Budget Consultation – Public Engagement
- Budget Context and Highlights
  - Context
  - Preliminary Operating and Capital Budgets
  - Highlights
    - Revenue
    - Expenditure
    - Capital
    - Departmental
- Debt Strategy and Net Debt per Capita
- Future Budget Challenges
- Schedule of Budget Review Meetings

Budget Consultation - Public Engagement

Public Engagement Objectives

- Engage residents in conversation about the infrastructure deficit
- Include a range of different perspectives in the conversation
- Provide multiple mechanisms to participate

- ‘Public transit’ was identified as the highest priority service area followed by ‘Street maintenance’

	2018 Budget Engagement	2019 Budget Engagement
Highest priority services	1. Street maintenance 2. Public transit 3. City planning	1. Public transit 2. Street maintenance 3. City planning

- Visit the webpage for full details and results:

  winnipeg.ca/engagebudget2019



Budget Context

- Projected Tax Supported Operating Budget shortfall for 2019 from 2018 process was $85.9 million
- Addressing shortfalls in provincial funding
- Maintaining fiscal discipline in delivering services
- Developing a plan for financial sustainability
  - To address
    - Structural deficit in operating budget
    - Aging infrastructure and infrastructure deficit
  - Multi-year balanced budget

Tax Supported Operating Budget

In Millions of $	2018 Adopted Budget	2019 Preliminary Budget
REVENUE		
Property Taxes	$ 585.6	$ 607.7
Business Taxes	56.9	56.9
Other	439.6	460.2
TOTAL REVENUE	**$ 1,082.1**	**$ 1,124.8**
EXPENDITURES		
Departmental	$ 1,008.3	$ 1,044.8
Corporate	73.8	80.0
TOTAL EXPENDITURES	**$ 1,082.1**	**$ 1,124.8**
SURPLUS / (DEFICIT)	$ -	$ -

Total Tax Supported Budget reflects an increase of 3.9%

Utilities Operating Budget

In Millions of $	2018 Adopted Budget	2019 Preliminary Budget
TOTAL REVENUE	**$ 649.2**	**$ 652.6**
EXPENDITURES		
Sewage Disposal *	$ 155.8	$ 233.6
Solid Waste Disposal	50.1	52.3
Waterworks	115.5	116.9
Land Drainage	6.0	5.7
Transit	193.7	204.2
Municipal Accommodations	72.1	72.4
TOTAL EXPENDITURES	**$ 593.2**	**$ 685.2**
SURPLUS / (DEFICIT)	$ 56.0	$ (32.5)

* Sewage Disposal includes $70 million one-time transfer to the Environmental Projects Reserve

Some utilities maintain a retained earnings / working capital balance

2019 Preliminary Capital Budget and Five Year Forecast

In Millions of $	2019 Preliminary Budget	2020 to 2024 Forecast	6-year Total
Tax Supported	$ 186.1	$ 1,078.7	$ 1,264.8
Utilities	158.0	774.1	932.1
Special Operating Agencies	23.4	85.5	108.9
TOTAL	**$ 367.5**	**$ 1,938.3**	**$ 2,305.8**

Cash to capital contributed in 2019 totaled $21 million which is less than amounts projected

2019 Revenue Highlights

Property and Business Taxes

- Combined 2.33% property tax increase
  - 2% property tax increase dedicated to capital (1% to each of Regional and Local Street Renewal Programs)
  - 0.33% property tax increase dedicated for future payments for the Southwest Rapid Transitway (Stage 2)
- Business Tax rate reduced from 5.14% to 4.97%
  - Full rebate of municipal business taxes for businesses that have a rental value of $33,900 or less in 2019 ($33,300 in 2018)
  - Impacts 48% of all businesses
  - Approximately 5,842 businesses will benefit

2019 Revenue Highlights

Fees

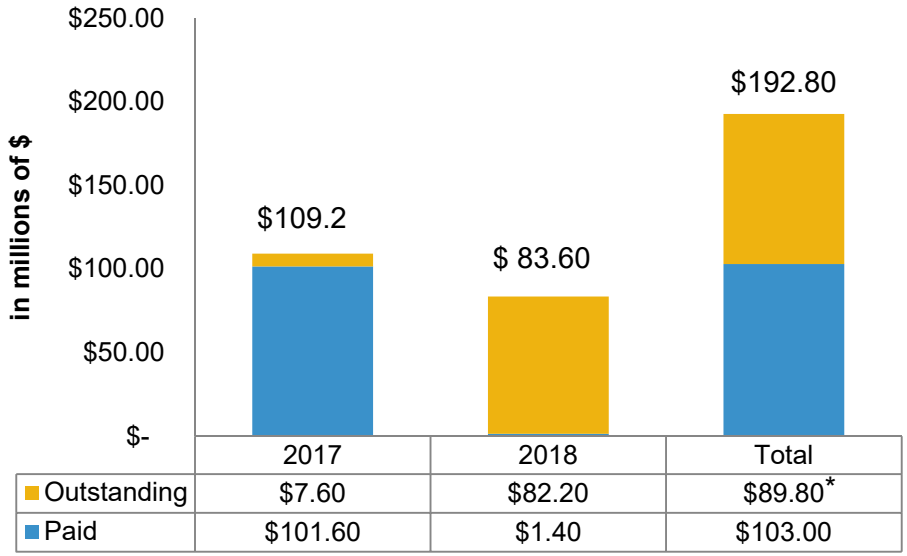
- Waste diversion fee to increase from $57.50 to $63.00 per property
- No impact fee as a funding source, increased by construction inflation (3.5%)
- Remaining fees and charges to increase by inflation (1.6%)
- No increase in water and sewer rates in 2019
- No frontage levy rate increases
- No new fees

2019 Revenue Highlights

Other Revenue

- Reduced water and sewer dividend from 12% to 11%. Reduced revenue of $4.0 million due to dividend rate and water and sewer sales volume changes (2019 - $34.2 million; 2018 - $38.2 million). Savings to fund water and sewer projects
- Provincial operating and public safety grants from levels set in 2017 at $139 million
- Provincial capital funding
  - 2019/2020 - $84.7 million ($83.6 million in 2018/2019)
  - 2020/2021 - $40.2 million
  - Amounts to be confirmed from the Province's annual budget
- One time transfers from reserves and other sources $28.9 million
  - Including transfer from Financial stabilization reserve $10.3 million

Implications of 2018 Provincial Capital Funding



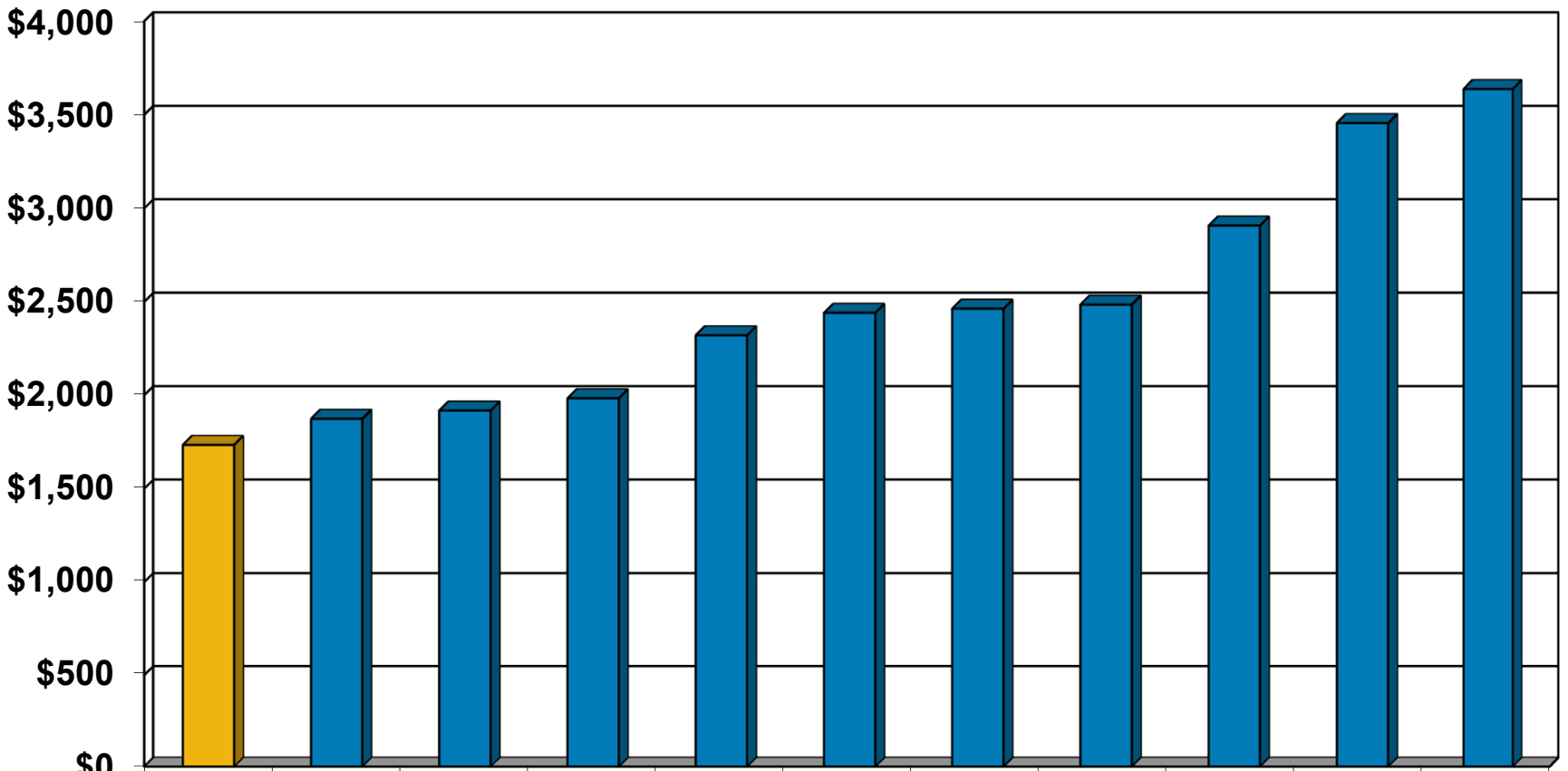
	2017	2018	Total
Outstanding	$7.60	$82.20	$89.80*
Paid	$101.60	$1.40	$103.00

- Other funding implications of the recent proposal
  - Province's current allocation proposal only commits $10 million to roads and streets, leaving $40 million of road projects unfunded
  - If a transfer from Water & Waste is required there would be a further shortfall of $34.4 million in the Utility
  - Resulting in a total funding shortfall of $74.4 million

* As of February 1, 2019 the amount due to the City for Provincial grants was $89.8 million. Subsequently, payments of $16.2 million were received, leaving a balance of $73.6 million

2018 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]
2018	$1,733	$1,873	$1,917	$1,983	$2,320	$2,440	$2,462	$2,484	$2,907	$3,455	$3,637

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

Residential Property Tax Changes in Cities Including Compounded Impact of Increases Since 1998

Western Cities

	2014	2015	2016	2017	2018	2019	Compounded Increase Since 1998
Vancouver	1.9%	2.4%	2.3%	3.9%	4.24%	4.5%	102%
Edmonton	4.9%	5.7%	3.4%	2.9%	3.2%	2.6%	142%
Calgary	5.0%	4.5%	3.5%	0.0%	3.8%	3.45%	127%
Saskatoon	7.43%	5.34%	3.96%	2.55%	3.79%	4.4%	122%
Regina	5.9%	3.9%	3.3%	6.49%	4.34%	4.33%	95%
Winnipeg	**2.95%**	**2.3%**	**2.33%**	**2.33%**	**2.33%**	**2.33%P**	**17%**

"P" denotes preliminary

Source: Cities' websites and news outlets

Average Home Assessed at $296,560 in 2019



	2018	2019	Change	
Municipal property taxes (excludes school taxes)	$1,733	$ 1,774	$ 40.38	2.33%

2019 Expenditure Highlights

- Increase from 1.3% to 3.9% primarily because of collective agreement obligations. Salaries and benefits comprise 57% of tax-supported budgets

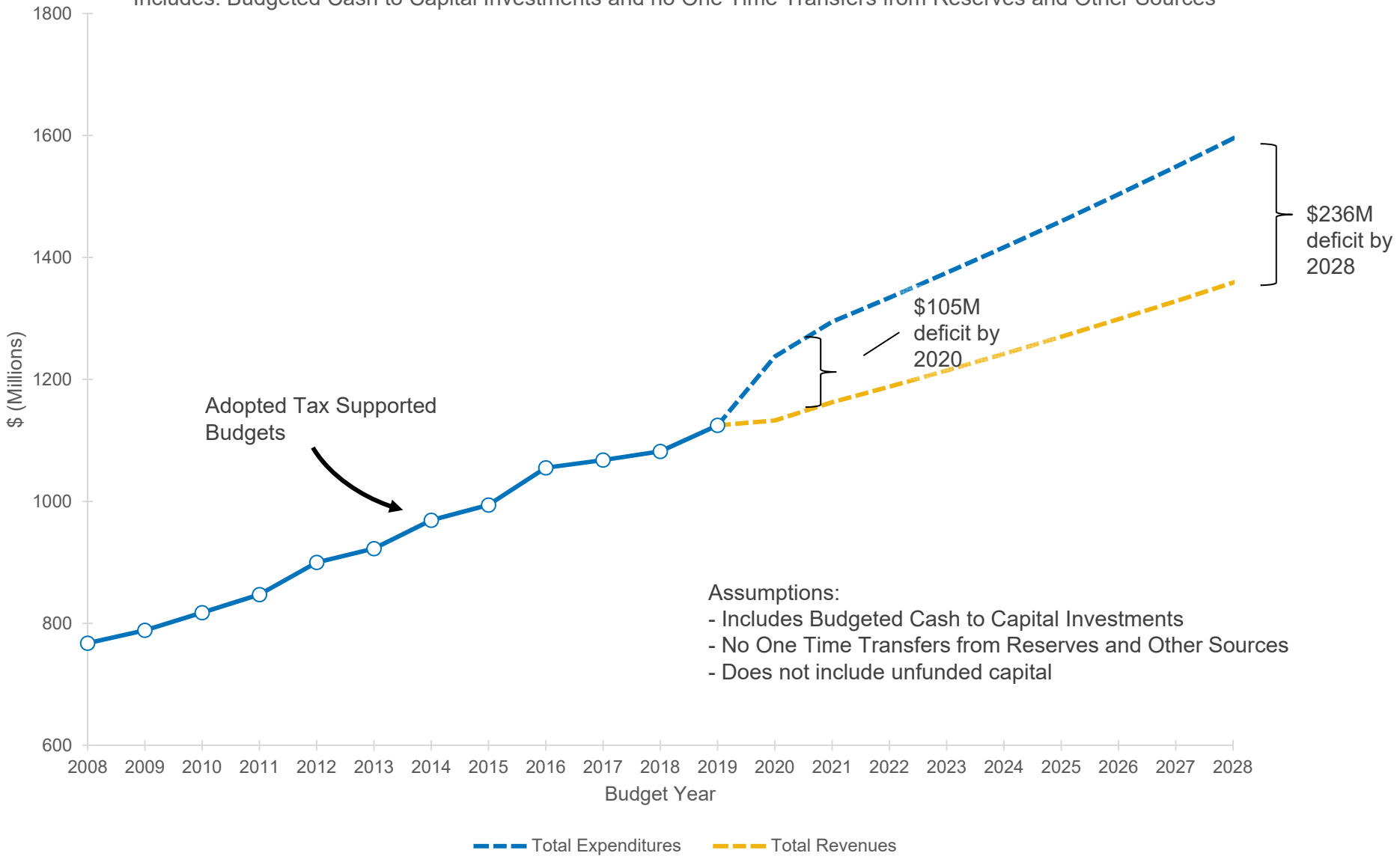
- Increased efficiency savings from $4.7 million to $11.6 million

- Vacancy management maintained at $18.4 million but expenditure management assigned to tax-supported departments totals $1.6 million

Tax Supported Budget

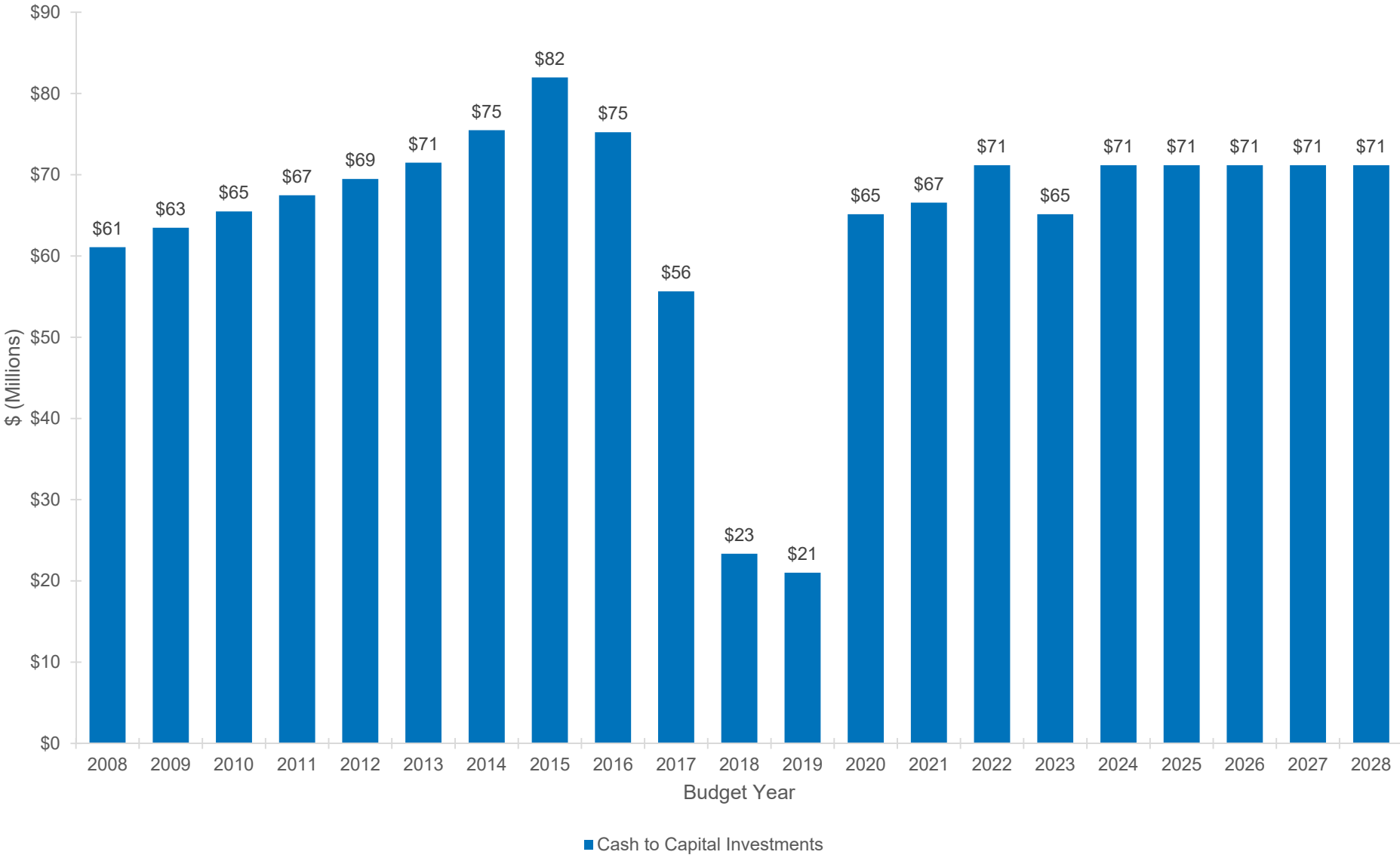
Graph 1: Tax Supported Operating Budget - 10 Year Projection

Includes: Budgeted Cash to Capital Investments and no One Time Transfers from Reserves and Other Sources



Tax Supported Budget

Graph 2: Budgeted Cash to Capital Investment - 10 Year Projection



2019 Capital Budget Highlights

- The City is challenged by aging infrastructure and the infrastructure deficit
- Provincial capital funding for 2019 and beyond has not been confirmed
- Structural deficit in the operating budget
- The capital budget therefore includes the following measures:
  - Total external debt financing is $38.2 million in 2019 ($48.2 million in 2018)
  - The City will use internal financing of $34.9 million ($22.1 million in 2018) from its cash balances to invest in certain capital assets. Internal financing will be repaid through future operating budgets
  - Fleet debt borrowing is $22.3 million, combination of external and internal sources ($21.2 million in 2018)
  - Partnerships with other levels of government to fund priority projects (Public Transit Infrastructure Fund (PTIF), New Building Canada Fund program)
  - Reduced cash to capital in 2019 to $21.0 million ($23.3 million in 2018) in maintaining services in the operating budget

Continued Dedicated Funding Plan for Street Renewal

- 2% property tax increase funds reserves dedicated to the renewal of regional and local streets, back lanes and sidewalks in the capital program
- Tri-level government funding for regional roads
  - Enhance driver and pedestrian safety
  - Improve transportation routes for businesses
  - Total 5-year program from 2019 to 2023 - $318.5 million
    - Additional $100 million Federal funding from New Building Canada Fund
    - Provincial funding $100 million
    - City share $118.5 million

2019 Departmental Highlights

2019 Street Renewal Capital Program – $86.4 million

- Total forecast as approved by Council on September 20, 2018
  $128.4 million

Comparison of 2019 Preliminary and 2019 Forecast	
Decrease due to loss of Provincial funding for 2019 regional ($8 million) and local ($20 million) streets	($28.0) million
Decrease due to loss of Provincial funding for 2018 local streets	($20.0) million
City funding - Prior Year Surplus	6.0 million
Total Decrease	(42.0) million

- A decrease of $29.6 million in comparison to 2018 capital program ($116.0 million)

6-Year Street Renewal Program

6 – Year Program	
2019	86.4 Million
2020	111.6 Million
2021	154.1 Million
2022	164.5 Million
2023	147.3 Million
2024	137.9 Million
Total	**$ 801.8 Million**

- 2018 to 2023 program - $811.0 million
- 2019 to 2024 program as per Council report September 20, 2018 - $976.2 million
- Both bullets above include 6-year Provincial funding $245 million
- Current 6-year Provincial funding level - $100 million

2019 Departmental Highlights

Transit Investments

- A freeze on transit fares at 2018 levels
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Project – Ongoing
  - Continued multi-year funding plan, including a tax increase of 0.33% for ten years beginning in 2016
- Federal / City partnership for Transit Infrastructure - $2.5 million / $2.8 million
- Transit Buses - $22.2 million, 34 buses
- Transit operating expenditures of $204.2 million ($193.7 million in 2018)
- Tax Supported transit subsidy $70.6 million ($66.4 million in 2018)

2019 Departmental Highlights

Transit Investments

- Continued implementation of safety enhancements
  - Bus operator compartment safety shields - $3.1 million
  - Bus communication modernization - $1.1 million
  - Radio replacement - $1 million
  - Protective vests $65,000 and safety study $100,000
- Study to move closer to bus fleet electrification
- Initial investment for heated bus shelters
- Low income bus pass effective April 2020
  - Phased-in approach *
    - 30% discount on full fare adult monthly pass in 2020
    - 40% in 2021
    - 50% in 2022

    * Pending approval of the required resources as part of either a subsequent report or the 2020 budget process



2019 Departmental Highlights

Safe and Secure Communities – Public Safety

Winnipeg Police Service

- Operating expenditures $301.4 million
  - Increase 3.4%
- 6-year capital program $25.5 million

Winnipeg Fire Paramedic Service

- Operating expenditures $201.5 million
  - Increase 4.2%
  - Includes full cost recovery of ambulance services
- 6-year capital program $47.5 million

Public Safety comprises 45% of total tax supported operating budget

2019 Departmental Highlights

Safe and Secure Communities

Public Works

- Operating expenditures $244.7 million
  - Includes winter maintenance for active transportation network
- 6-year capital program $990.2 million

Community Services



- Operating expenditures $113.8 million
- 6-year capital program $112.8 million
  - Increase of 50% in 2019 budget over 2018

Planning, Property and Development



- Operating expenditures $43.9 million
- 6-year capital program $65.8 million

2019 Departmental Highlights

Environmental Investments in Water and Waste

- Meeting regulatory compliance requirements and protecting public health and safety
- Maintaining infrastructure to ensure ongoing, reliable and sustainable customer levels of service
  - 6-year program for Water Main Renewals $113.0 million and Sewer Renewals $117.0 million
  - 6-year capital budget for Water and Waste - $648.2 million
- Combined Sewer Overflow and Basement Flooding Strategy
  - 2015 – 2018 budgets $78.1 million
  - 2019 budget and 2020 to 2022 forecasts total $116.9 million
  - Cumulative 4-year increase of 50%
- Utility Dividend
  - Waterworks - $13.9 million ($15.5 million in 2018)
  - Sewage Disposal - $20.3 million ($22.7 million in 2018)

Innovation, Transformation and Technology

- Technology investments the city relies upon must be maintained:
  - Radio communication for non-public safety staff
  - Microsoft Office product mandatory upgrades
  - Replacement of technology that is outdated and no longer reliable
- Innovation opportunities must be pursued across all service areas. Some initiatives to achieve improved service are:
  - Expanded use of Transportation Management Centre (TMC) to maximize value of road renewal investments, and leverage its communication network to introduce other sensors and monitoring opportunities (e.g. water level sensors, train movements, snow covering sensors)
  - Streamlining of business processes, targeting under-performing services to improve resident impact (e.g. PEGGO, permit process, inspections)
  - Implementing Smart Cities approaches with enhanced data sharing across services and with citizens
  - Undertaking innovation pilots to validate high value opportunities quickly and with low risk (e.g. automated customer agents, increased citizen access to city information)

2019 Departmental Highlights

Innovation, Transformation and Technology

- $9.4 million in Core Information Technology capital projects to maintain existing information technology and deliver high value enhancements
  - Core investments – city wide licensing, unreliable equipment replacement, minimize service downtime
  - Security – improvement to extensive deferred data and system security investments
  - PeopleSoft Enhancements – required for mandatory updates to city wide Human Resources and Finance systems
  - Enterprise Content Management – investments to business processes supporting the Decision Making Information System, and to drive efficiency and enhanced service delivery across the City
- $1.0 million Innovation capital project in 2019 to establish innovation capability and execute highest value innovation opportunities
  - Building upon the Innovation Strategy Program initiated in 2018
- $1.0 million Smart Cities capital funding to improve the City through innovation, data and connected technology

2019 Departmental Highlights

Strategic Investments

- Community Centre Renovation Grant program increasing from $965,000 to $2.0 million annually for five years (2019 to 2023)
- Active Transportation (AT) Facilities - $3.0 million
  - AT budget in other projects $6.7 million
- Bill and Helen Norrie Library - $3.6 million in 2019, total project $9.3 million
- GoLibrary automated kiosk system in the Old Kildonan community - $242,000
- St. James Civic Centre – Facility Expansion and Renewal
  - Facility renewal - $9.7 million
  - Facility expansion - budgeted $7.8 million (City and Provincial share $3.9 million each)
    - Estimated cost for expansion of $14.0 million subject to Federal government and other funding
- Computer Aided Dispatch for fire and emergency services - $11.2 million subject to confirmation of Provincial funding

2019 Departmental Highlights

Strategic Investments

- New Recreation Facility – South Winnipeg - $1.75 million, 6-year total $11.8 million
- Public Safety Building and Civic Centre Parkade - $10.5 million
- Fleet Asset Acquisitions - $22.3 million ($21.2 million in 2018)
- Indigenous Youth Strategy funding at $1.25 million, consistent with City share in 2017 and 2018
- Operating and capital support to Assiniboine Park Conservancy
  - $11.1 million operating grant
  - $4.7 million in 2019 to provide funding for Canada's Diversity Gardens and Phase 2 of the Kids Discovery Zone
  - Completes the City's commitment of $50.0 million for capital development improvements at Assiniboine Park
  - $5.1 million for ongoing infrastructure renewal

Investing in Communities

- $150,000 for the Community Homeless Assistance Team (CHAT program)
- Last year of 5-year annual grant of $150,000 to the End Homelessness Winnipeg
- Winnipeg Arts Council operating funding of $4,645,319 plus museum grant administration of $266,000
- Further $1 million toward $5 million commitment to support the Winnipeg Art Gallery - Inuit Art Centre (4th year)

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

Best Practices

Debt Metrics		Maximum	As At December 31, 2018	Forecasted Peak
Debt as a % of revenue				
	City	90.0%	56.6%	78.5%
	Tax-supported and other funds	80.0%	55.5%	65.6%
	Utilities and other	220.0%	41.5%	155.7%
Debt-servicing as a % of revenue				
	City	11.0%	5.1%	8.7%
	Tax-supported and other funds	10.0%	5.3%	5.3%
	Utilities and other	20.0%	3.7%	16.2%
Debt per capita				
	City	$2,800	$1,391	$2,310
	Tax-supported and other funds	$1,500	$903	$1,110
	Utilities and other	$1,500	$376	$1,366

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.
"Forecasted Peak" does not account for the implications of consolidated accounting entries.

Debt Strategy - Credit Rating

Standard and Poor's – AA/Stable/since January 2003
(Reaffirmed November 2018)

- Standard and Poor's affirmed Winnipeg's AA (Stable) credit rating based on:
  - A strong and stable economy
  - Strong financial management
  - Management team that is experienced and qualified to effectively enact fiscal policies, as well as effectively respond to external risks
  - Management's debt and liquidity management policies are prudent
  - City management especially proactively in developing capital asset tools and metrics

S&P noted in the report "In our opinion, significant infrastructure renewal requirements constrain the city's budgetary flexibility. Winnipeg faces an infrastructure deficit of about C$7 billion in the next 10 years, mainly related to aging roads, transit, facilities, buildings, and parks. We believe that Winnipeg's high capital needs as well as operating requirements including provincially mandated level of services and multi-year labor contracts limit the city's ability to adjust operating expenditures meaningfully in the near term, similar to other Canadian municipalities."

Debt Strategy - Credit Rating

Moody – Aa2 Stable

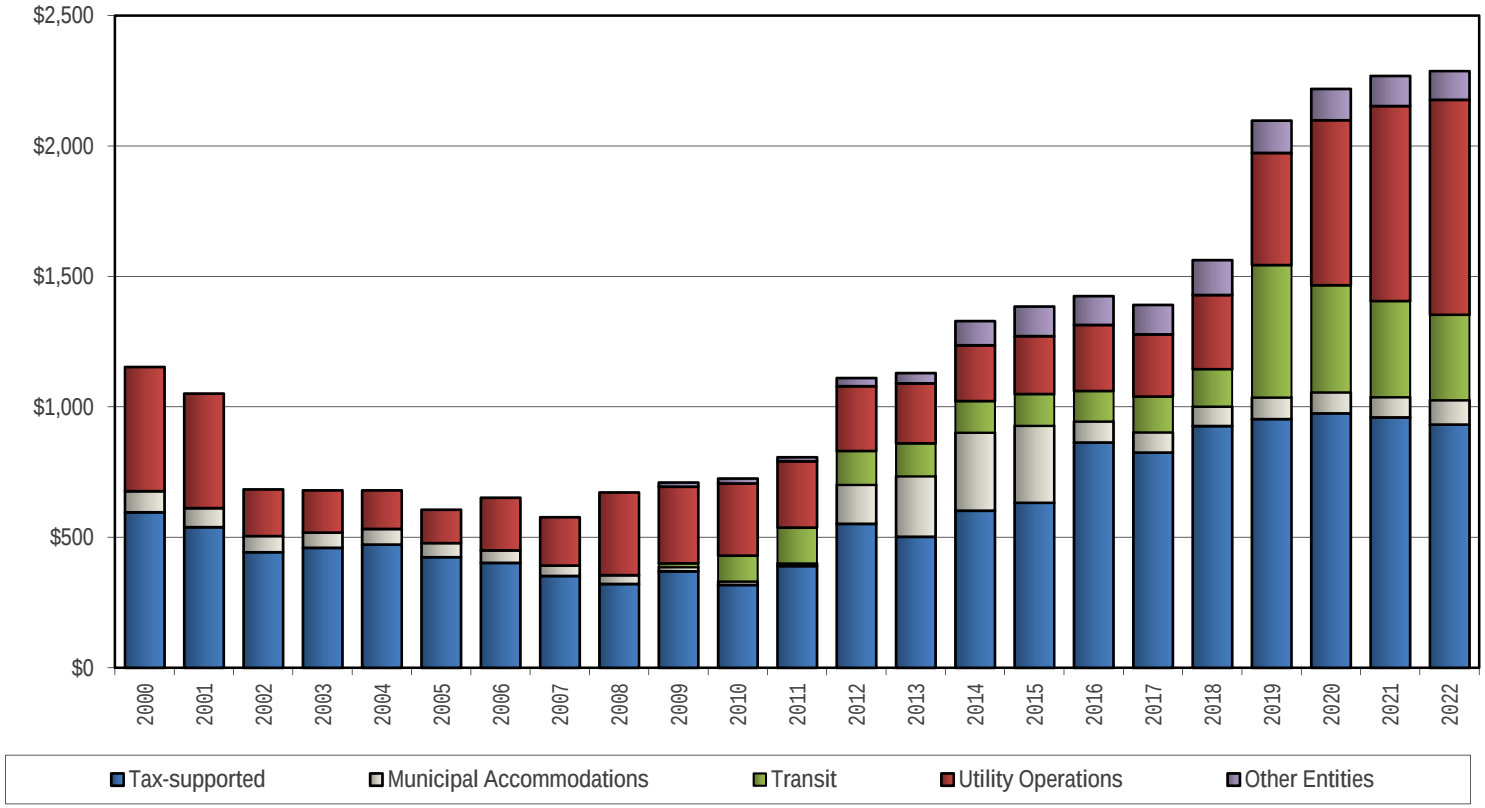
- In July 2018, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable

Moody's noted in the report "The credit profile is constrained by Winnipeg's debt burden, which we expect to peak at around 90-95% of operating revenue over the next 2-3 years as the city continues to invest in significant capital projects and infrastructure. Despite the forecasted higher debt levels, we expect that the city will maintain strong debt affordability."

The City's credit rating has benefited from:

- Disciplined fiscal planning and track record of operating surpluses, despite recent funding pressures
- Economic diversity providing buffer against volatility in economic cycles
- Strong governance and management structure and mature institutional framework

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

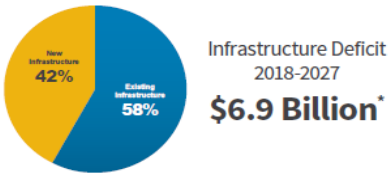
Future Budget Challenges

Tax Supported Operating Budget

In Millions of $	2019 Preliminary Budget	2020 Projection	2021 Projection
REVENUE			
Property Taxes	$ 607.7	$ 633.0	$ 656.0
Business Taxes	56.9	56.9	57.9
Other	460.2	442.8	448.8
TOTAL REVENUE	**$ 1,124.8**	**1,132.1**	**1,162.6**
EXPENDITURES			
Departmental	1,044.8	1,118.7	1,152.3
Corporate	80.0	118.8	142.2
TOTAL EXPENDITURES	**1,124.8**	**1,237.5**	**1,294.5**
SURPLUS / (DEFICIT)	$ -	(105.4)	(131.9)

Future Budget Challenges

- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable
- The City's tax supported budget has a structural deficit: sustainable revenue streams do not cover required expenditures
- Operating and Capital Budgets
  - New long-term growth revenue sources will be required in the future to address the growing structural deficit
  - Based on the 2018 State of the Infrastructure Report, Winnipeg's infrastructure deficit over 10 years was estimated at $6.9 billion
- Monitoring Liquidity
  - Actively monitored and projected to maintain financial sustainability and the City's credit rating



Future Budget Challenges

Financial Sustainability

Over the past several years, the City has prepared Volume 1 – "Community Trends and Performance Report". Included in Appendix 1 of the report is a Financial Trends section setting out details concerning the City's structural deficit which has been described as financially unsustainable. The City has been contributing cash from its operating budget to the capital budget for many years which at times has averaged over $60 million. This cash has been used to pay for capital projects which otherwise would require debt financing or further support from federal and provincial partners. However the City reduced its contribution to the capital budget by $23.2 million ($78.8 million to $55.6 million) commencing in 2017, $57 million ($80.3 million to $23.3 million) in 2018 and $44.9 million ($65.9 million to $21.0 million) in 2019. In 2020 onwards cash to capital planned contributions remain at values over $60 million even though the City's contribution levels have fallen to $21 million. In turn Volume 2 Appendix 1 reflects higher value cash to capital contributions leading to growing structural deficits of $105.4 million in 2020 and $131.9 million in 2021. If the City is unable to contribute cash to capital in excess of $60 million in 2020 onwards, it will need to consider increased debt to maintain the capital program at its planned levels included in this budget book, significantly reduce the capital program, reduce expenses or increase revenues.

On June 21, 2018, Council approved a report directing the Public Service to initiate a process to implement a multi-year budget approach effective for the 2020 budget year, with a particular focus on addressing the structural deficit in tax-supported City operations. Significant financial decisions will need to be considered to balance future operating budgets with a view to maintaining levels of service both in tax-supported operations and capital.

Multi-year Budget

- 4-year balanced operating budget (2020 to 2023) and 6-year capital program
- Next steps:
  - Review of core services
  - Corporate business and strategic plan
  - Evaluation framework for grants (cash and in-kind)
  - Review of fees and charges based on best practices
  - Prioritization list for unfunded major capital projects
  - Growth oriented revenue source

Schedule of Meetings

Preliminary 2019 Operating and Capital Budgets

Date	Committee
Friday, March 1, 2019	Special Executive Policy Committee Meeting to Table Budget
Thursday, March 7, 2019	Standing Policy Committee on Infrastructure Renewal and Public Works (Special Meeting)
Thursday, March 7, 2019	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Regular Meeting)
Friday, March 8, 2019	Winnipeg Police Board (Regular Meeting)
Friday, March 8, 2019	Standing Policy Committee on Protection, Community Services and Parks (Special Meeting)
Monday, March 11, 2019	Standing Policy Committee on Innovation (Regular Meeting)
Monday, March 11, 2019	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Special Meeting)
Wednesday, March 13, 2019	Executive Policy Committee to hear delegations on Budgets (Special Meeting)
Tuesday, March 19, 2019	Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations (Special Meeting)
Wednesday, March 20, 2019	Special Meeting of Council to consider Budgets

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2019 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services (millions of $)	2019 Preliminary Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
3	Roadway Construction and Maintenance	68.292	126.264	(57.972)	229
6	Transportation Planning and Traffic Management	2.746	18.946	(16.200)	164
9	Roadway Snow Removal and Ice Control	0.113	34.828	(34.715)	134
12	*Public Transit*	204.206	204.206	-	1,570
	Public Transit - Subsidy	-	70.561	(70.561)	
16	City Beautification	0.151	17.645	(17.494)	121
	Infrastructure Renewal and Public Works	275.508	472.450	(196.942)	2,218
	Water and Waste, Riverbank Management and the Environment				
19	*Water*	130.347	116.930	13.417	409
22	*Wastewater*	194.703	233.575	(38.872)	410
25	*Land Drainage and Flood Control*	5.904	6.565	(0.661)	28
28	Solid Waste Collection	1.142	23.226	(22.084)	15
30	*Solid Waste Disposal (4)*	15.404	13.503	1.901	38
33	*Recycling and Waste Diversion (4)*	29.810	38.775	(8.965)	82
	Water and Waste, Riverbank Management and the Environment	377.310	432.574	(55.264)	982
	Property and Development, Heritage and Downtown Development				
37	City Planning	0.316	2.109	(1.793)	20
40	Neighbourhood Revitalization	0.272	8.341	(8.069)	21
43	Development Approvals, Building Permits and Inspections	28.779	20.434	8.345	210
46	Economic Development	1.806	1.493	0.313	5
48	Heritage Conservation	0.120	0.289	(0.169)	2
50	Property Asset Management	13.406	12.724	0.682	46
53	*Municipal Accommodations*	72.443	72.443	-	289
55	Cemeteries	1.760	2.778	(1.018)	25
	Property and Development, Heritage and Downtown Development	118.902	120.611	(1.709)	618
	Protection, Community Services and Parks / Winnipeg Police Board				
59	Police Response	24.330	248.593	(224.263)	1,565
62	Crime Prevention	1.610	47.302	(45.692)	287
65	Traffic Safety and Enforcement	20.195	19.152	1.043	91
68	Fire and Rescue Response	4.683	121.801	(117.118)	850
71	Fire and Injury Prevention	1.158	6.338	(5.180)	44
74	Medical Response	62.537	72.375	(9.838)	477
77	Disaster Preparedness and Response	-	1.003	(1.003)	8
79	Recreation	13.862	57.576	(43.714)	374
82	Parks and Urban Forestry	2.199	37.386	(35.187)	307
86	Community Liveability	1.035	5.079	(4.044)	44
89	Libraries	2.972	32.325	(29.353)	277
92	Arts, Entertainment and Culture	-	21.971	(21.971)	6
95	Insect Control	4.307	10.446	(6.139)	67
	Protection, Community Services and Parks / Winnipeg Police Board	138.888	681.347	(542.459)	4,397
	Innovation				
97	*Animal Services (SOA)*	3.304	3.814	(0.510)	27
	Animal Control and Care - Subsidy	-	0.771	(0.771)	
99	*Winnipeg Fleet Management (SOA)*	48.865	48.792	0.073	129
102	*Golf Services (SOA)*	3.013	2.843	0.170	24
	Golf Services - Subsidy	-	0.730	(0.730)	
105	*Winnipeg Parking Authority (SOA)*	26.129	33.847	(7.718)	61
	Innovation	81.311	90.797	(9.486)	241
	Executive Policy Committee				
109	Organizational Support Services	0.758	48.321	(47.563)	378
113	Assessment, Taxation and Corporate	864.060	32.792	831.268	131
117	Contact Centre - 311	1.452	6.295	(4.843)	84
119	Council Services	0.516	14.020	(13.504)	77
	Executive Policy Committee	866.786	101.428	765.358	670
	Total City Services (unconsolidated)	**1,858.705**	**1,899.207**	**(40.502)**	**9,126**

Notes: (1) Amounts in the financial tables beginning on page 4 are system generated and rounded to the nearest thousand. Therefore, totals and sub-totals may be impacted.

(2) Services in black font are included in General Revenue Fund.
(3) Services in coloured font are separate utility / SOA funds.
(4) Services included in Solid Waste fund.

2019 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services	Full-time Equivalent Positions					
		2017 Actual	2018 Budget	2019 Preliminary Budget	2019 Compared to 2018 Variance *	2020 Projection	2021 Projection
	Infrastructure Renewal and Public Works						
4	Roadway Construction and Maintenance	233	229	229	-	229	229
7	Transportation Planning and Traffic Management	163	164	164	-	164	164
10	Roadway Snow Removal and Ice Control	141	134	134	-	134	134
14	Public Transit	1,484	1,573	1,570	(3)	1,572	1,573
17	City Beautification	129	121	121	-	121	121
	Water and Waste, Riverbank Management and the Environment						
20	Water	390	408	409	1	409	409
23	Wastewater	422	410	410	-	410	410
26	Land Drainage and Flood Control	28	28	28	-	28	28
29	Solid Waste Collection	11	11	15	4	15	15
31	Solid Waste Disposal	34	41	38	(3)	38	38
34	Recycling and Waste Diversion	71	83	82	(1)	82	82
	Property and Development, Heritage and Downtown Development						
38	City Planning	18	18	20	2	20	20
41	Neighbourhood Revitalization	32	26	21	(5)	19	19
44	Development Approvals, Building Permits and Inspections	206	213	210	(3)	210	209
47	Economic Development	4	5	5	-	5	5
49	Heritage Conservation	2	3	2	(1)	2	2
51	Property Asset Management	37	42	46	4	46	46
53	Municipal Accommodations	293	293	289	(4)	289	289
56	Cemeteries	26	24	25	1	25	25
	Protection, Community Services and Parks / Winnipeg Police Board						
60	Police Response	1,558	1,572	1,565	(7)	1,565	1,565
63	Crime Prevention	293	285	287	2	287	287
66	Traffic Safety and Enforcement	77	84	91	7	91	91
69	Fire and Rescue Response	869	852	850	(2)	850	851
72	Fire and Injury Prevention	43	46	44	(2)	44	45
75	Medical Response	492	477	477	-	477	478
78	Disaster Preparedness and Response	2	6	8	2	8	8
80	Recreation	361	365	374	9	373	373
83	Parks and Urban Forestry	342	308	307	(1)	307	307
87	Community Liveability	41	42	44	2	44	44
90	Libraries	270	276	277	1	279	278
93	Arts, Entertainment and Culture	7	6	6	-	6	6
96	Insect Control	69	67	67	-	67	67
	Innovation						
98	Animal Services (SOA)	26	27	27	-	27	27
100	Winnipeg Fleet Management (SOA)	122	131	129	(2)	129	129
103	Golf Services (SOA)	20	24	24	-	24	24
107	Winnipeg Parking Authority (SOA)	43	52	61	9	61	61
	Executive Policy Committee				-		
110	Organizational Support Services	366	369	378	9	389	392
115	Assessment, Taxation and Corporate	125	134	131	(3)	131	131
118	Contact Centre - 311	104	85	84	(1)	84	84
121	Council Services	89	84	77	(7)	77	77
	Total City Services (unconsolidated)	**9,043**	**9,118**	**9,126**	**8**	**9,138**	**9,143**

* Full-time equivalent position variance explanations are noted in their respective service based budget sheets - refer to page numbers noted above.

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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	2015	2016	2017
Roadway transferred from developers (lane-km) [A]	62.6	17.0	54.8
Capital Addition of Regional Streets (lane-km)	5.2	7.5	0.6
Capital Reconstruction of Regional Streets (lane-km)	9.7	11.3	2.8
Capital Rehabilitation of Regional Streets (lane-km) [B]	57.8	58.9	24.9
Capital Reconstruction of Local Streets (lane-km)	27.0	18.8	17.9
Capital Rehabilitation of Local Streets (lane-km)	84.8	71.8	78.1
Capital Addition of Surfaced Alleys (lane-km)	2.2	7.7	3.5
Capital Reconstruction of Alleys (lane-km)	4.0	4.0	3.6
New Pedestrian/Cycle Pathways (metres) [C]	1,716	1,483	8,609
Major Bridge Rehabilitations	2 locations $2,570,000	3 locations $8,620,000	3 locations $17,333,000
Significant Bridge Maintenance Repair Works	27 locations $400,500	26 locations $1,310,000	26 locations $1,435,000
Slope Stabilization Works	0	1 location $3,500,000	1 location $3,500,000
Bridge Deck Sealing Program	16 locations $128,900	3 locations $5,000	0
Overhead Sign Structure Maintenance	4 locations $130,000	2 locations $56,700	1 location $27,500
Pumping Station Maintenance	0	0	1 location $446,000

[A] 2017 is higher than previous year due to late reporting of inventory in 2016

[B] Increase in 2017 projects due to more reconstruction of active transportation projects, and few mill and fills. 2015 and 2016 included significantly more mill and fills and rehabilitations.

[C] Significant increase in 2017 was due to the majority of new pedestrian/cycle pathways consisted of developer work, and late reporting in 2016.

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projected	2021 Projected
Service revenue	67.153	69.486	68.292		68.718	69.145
Provincial funding (service specific)	-	-	-		-	-
Revenues	**67.153**	**69.486**	**68.292**	**1**	**68.718**	**69.145**
Salaries and benefits	17.297	17.955	18.350		18.733	18.939
Services	14.986	19.717	18.424		18.517	18.653
Materials, parts, and supplies	7.074	8.541	8.785		8.816	8.843
Assets and purchases	0.047	0.034	0.030		0.030	0.030
Debt and finance charges	9.486	9.988	11.014		10.817	11.790
Grants, transfers and other	2.002	1.769	1.474		1.818	1.825
Recoveries	(9.517)	(12.028)	(12.036)		(12.031)	(12.030)
Operating Expenses	**41.375**	**45.975**	**46.041**		**46.699**	**48.048**
Transfer to Capital	8.806	16.057	3.983		17.128	5.329
Transfer to Capital - Frontage Levy	10.000	10.000	10.000		10.000	10.000
Transfer to Local Street Renewal Reserve	24.370	29.770	35.370		41.170	47.170
Transfer to Regional Street Renewal Reserve	19.870	25.270	30.870		36.670	42.670
Total Expenses	**104.421**	**127.072**	**126.264**	**2**	**151.667**	**153.218**
Mill Rate Support/(Contribution)	**37.268**	**57.585**	**57.973**		**82.949**	**84.072**
Full-time Equivalent Positions	**233**	**229**	**229**		**229**	**229**

Explanation of 2019 change from 2018

(in millions of $)

1 Revenues

Increase in frontage levy revenue	0.228
Decrease in cut restoration revenue, offset by decrease in cut restoration contract expenditures	(1.430)
Miscellaneous adjustments	0.008
	(1.194)

2 Expenses

Transfer to Capital	(12.074)
Decrease in cut restoration contracts, offset by decrease in cut restoration revenue	(1.430)
Transfer to Local Street Renewal Reserve	5.600
Transfer to Regional Street Renewal Reserve	5.600
Increase in debt and finance charges	1.026
Increase in salaries and benefits	0.395
Miscellanous adjustments	0.075
	(0.808)

Roadway Construction and Maintenance

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Bridge Constr & Maint	Revenue	9.995	10.007	10.007	10.007	10.007
	Operating expenses	2.146	2.671	2.756	2.800	2.823
	Transfer to Capital	12.455	12.344	12.390	15.129	12.028
		4.606	5.008	5.139	7.922	4.844
Regl Streets Constr & Maint	Revenue	29.029	29.310	29.191	29.382	29.574
	Operating expenses	19.076	20.717	21.584	21.586	22.504
	Transfer to Capital	4.599	32.602	32.463	46.982	44.166
		(5.354)	24.009	24.856	39.185	37.096
Local Streets Constr & Maint	Revenue	24.953	26.007	25.466	25.654	25.844
	Operating expenses	16.768	18.496	18.096	18.653	19.011
	Transfer to Capital	44.547	36.152	35.370	41.170	47.170
		36.362	28.640	28.001	34.169	40.337
Regl Sidewalk Constr & Maint	Revenue	0.866	1.149	1.009	1.022	1.035
	Operating expenses	0.989	1.066	0.923	0.940	0.954
	Transfer to Capital	1.341	-	-	0.843	0.902
		1.464	(0.084)	(0.086)	0.761	0.822
Local Sidewalk Constr & Maint	Revenue	2.311	3.013	2.618	2.652	2.685
	Operating expenses	2.396	3.025	2.681	2.720	2.755
	Transfer to Capital	0.105	-	-	0.843	0.904
		0.191	0.012	0.063	0.912	0.974
Mill Rate Support/(Contribution)		**37.268**	**57.585**	**57.973**	**82.949**	**84.072**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Federal Gas Tax Reserve	0.235	11.681	0.316	0.320	0.324
Local Street Renewal Reserve	0.095	0.094	0.095	0.096	0.097
Regional Street Renewal Res	0.115	0.115	0.115	0.115	0.115

Note: Balances in Federal Gas Tax Reserve include Winnipeg Transit and Community Services portions.

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	107.681	819.866	927.547

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

Description	2015	2016	2017
Lane Kilometres of Regional Streets	1,815	1,822	1,824
Lane Kilometres of Truck Routes [A]	1,769	1,775	1,777
Number of Signalized Intersections	651	657	665
Number of Accessible Pedestrian Signals	436	484	521
Number of Pedestrian Corridors	173	181	181
Kilometres of Active Transportation Facilities	406	410	419
Kilometres of Multi-use paths	199	201	211
Kilometres of Bike Lanes	45	49	50
Kilometres of Sharrows	37	37	37
Kilometres of Bike Boulevards	56	56	56
Transportation System Use Estimates			
Daily Vehicle-Kilometre of Travel	10.18 million	10.20 million	10.28 million

[A] 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 Kilometers 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	1.961	2.583	2.746		2.763	2.811
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.961**	**2.583**	**2.746**	**1**	**2.763**	**2.811**
Salaries and benefits	13.655	14.104	14.285		14.640	14.822
Services	3.299	3.171	3.444		3.435	3.460
Materials, parts and supplies	3.212	2.394	2.484		2.492	2.498
Assets and purchases	0.072	0.084	0.078		0.078	0.078
Debt and finance charges	0.139	0.032	0.039		0.035	0.035
Grants, transfers and other	1.190	1.016	1.120		1.128	1.132
Recoveries	(6.659)	(3.314)	(3.454)		(3.452)	(3.451)
Operating expenses	**14.908**	**17.488**	**17.995**		**18.355**	**18.574**
Transfer to Capital	3.619	0.050	0.951		1.849	0.829
Total Expenses	**18.527**	**17.538**	**18.946**	**2**	**20.204**	**19.402**
Mill Rate Support/(Contribution)	**16.566**	**14.955**	**16.200**		**17.441**	**16.591**
Full-time Equivalent Positions	**163**	**164**	**164**		**164**	**164**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.163
	0.163

2 Expenses

Transfer to Capital	0.901
Increase in salaries and benefits	0.181
Increase in facility costs	0.099
Increase in fleet equipment and fleet-related accounts	0.028
Miscellaneous adjustments	0.199
	1.408

Transportation Planning and Traffic Management

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Transportation Plan & Design	Revenue	0.060	0.058	0.089	0.060	0.061
	Operating expenses	1.378	1.310	1.274	1.333	1.362
	Transfer to Capital	3.407	0.050	0.951	0.899	0.149
		4.724	1.302	2.135	2.171	1.450
Traffic/Right of Way Mgt	Revenue	1.901	2.524	2.656	2.703	2.750
	Operating expenses	13.531	16.177	16.721	17.022	17.212
	Transfer to Capital	0.212	-	-	0.950	0.680
		11.842	13.653	14.065	15.270	15.141
Mill Rate Support/(Contribution)		**16.566**	**14.955**	**16.200**	**17.441**	**16.591**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	4.050	15.008	19.058

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	2015	2016	2017
Annual Snowfall (centimetres)	119	140	93.2
Days of Snowfall (3 cm or more)	11	16	11
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	5	5	4
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	2	3	1
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	4	4	4
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	2	3	2
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	2	3	0
Alleys (Department Budgets for 2 events)	4	3	1
Salt Applied (tonnes)	29,663	20,518	27,000
Sand Applied (tonnes)	62,986	54,710	58,000
Snow Removed/Hauled (cubic metres)	81,540	1,126,870	1,700,000
Sidewalks Plowed (kilometres)	15,349	26,790	45,627

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.181	0.113	0.113		0.113	0.114
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.181**	**0.113**	**0.113**	**1**	**0.113**	**0.114**
Salaries and benefits	10.269	9.775	10.006		10.206	10.311
Services	19.666	18.597	18.950		19.412	19.502
Materials, parts, and supplies	4.916	4.379	4.653		4.672	4.688
Assets and purchases	0.012	0.015	0.015		0.015	0.015
Debt and finance charges	0.018	0.015	0.015		0.015	0.015
Grants, transfers and other	1.423	1.363	1.332		1.392	1.396
Recoveries	(0.563)	(0.142)	(0.142)		(0.142)	(0.142)
Operating expenses	**35.741**	**34.000**	**34.828**		**35.569**	**35.786**
Transfer to Capital	-	-	-		-	-
Total Expenses	**35.741**	**34.000**	**34.828**	**2**	**35.569**	**35.786**
Mill Rate Support/(Contribution)	**35.560**	**33.887**	**34.715**		**35.456**	**35.672**
Full-time Equivalent Positions	**141**	**134**	**134**		**134**	**134**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in contract expenditures	0.437
Addition of winter maintenance strategy effective winter 2019/2020	0.432
Increase in salaries and benefits	0.231
Decrease in fleet equipment and fleet related accounts	(0.300)
Miscellaneous adjustments	0.028
	0.828

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Regl Streets Snow/Ice Removal	Revenue	0.074	0.042	0.042	0.042	0.042
	Operating expenses	14.365	12.514	12.752	12.845	12.920
	Transfer to Capital	-	-	-	-	-
		14.292	12.472	12.711	12.804	12.879
Local Streets Snow/Ice Removal	Revenue	0.076	0.048	0.048	0.048	0.049
	Operating expenses	15.391	15.663	15.779	15.957	16.046
	Transfer to Capital	-	-	-	-	-
		15.316	15.615	15.730	15.909	15.998
Sidewalk Snow/Ice Removal	Revenue	0.012	0.012	0.012	0.012	0.012
	Operating expenses	3.048	3.968	4.384	4.837	4.878
	Transfer to Capital	-	-	-	-	-
		3.036	3.956	4.372	4.824	4.866
Parks,Facility Snow,Ice Remove	Revenue	0.016	0.009	0.009	0.009	0.009
	Operating expenses	0.888	1.155	1.190	1.207	1.217
	Transfer to Capital	-	-	-	-	-
		0.871	1.146	1.181	1.198	1.208
Snow Disposal Sites	Revenue	0.004	0.002	0.002	0.002	0.002
	Operating expenses	2.049	0.701	0.722	0.723	0.723
	Transfer to Capital	-	-	-	-	-
		2.045	0.699	0.720	0.721	0.721
Mill Rate Support/(Contribution)		**35.560**	**33.887**	**34.715**	**35.456**	**35.672**

Public Transit

Includes:

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

Description

To operate a public transportation system in Winnipeg that provides a network of service routes throughout the City which includes conventional, express, downtown shuttle and suburban 'DART' routes designed to meet various levels of demand city-wide with a fleet of low-floor accessible, GPS-equipped buses.

The transit system is being expanded through the development of a rapid transit network designed to provide improved reliability, reduced travel time, and the opportunity for transit-oriented development. Winnipeg's first rapid transit project, Phase 1 of the Southwest Transitway, opened in April 2012. Phase 2 is currently under construction and a planning and design study of the Eastern Corridor is underway.

To provide a parallel Transit service to individuals who are unable to use the fixed-route transit some, part or none of the time due to a disability in accordance with eligibility criteria.

Key Goals

1. Encourage increased ridership by optimizing accessibility and improved service reliability.
2. Enhance safety protocols to protect employees, passengers and specialized transit contractors.
3. Develop a positive image through enhanced public information, communication systems and the use of technology.
4. Minimize the impact on the environment through thoughtful bus procurement, use of fuel and maintenance strategies.
5. Operate in a cost effective manner through a culture of continuous improvement and implementation of efficiencies.

Service Level Statistics

Regular and Chartered Transit

Description	2015	2016	2017
Number of Buses in Fleet	626	623	640
Bus Hours Operated	1,522,564	1,541,618	1,548,594
Bus Kilometres Operated	29,685,402	29,978,613	30,160,628
Passengers Carried: Annual	48,232,025	48,521,820	48,098,447
Passengers Carried: Average Weekday	169,758	169,908	168,425
Number of Routes	93	93	93
Number of Bus Stops	5,189	5,084	5,173

Transit PLUS (formerly Handi-Transit)

Description	2015	2016	2017
Active Registrants at Year End	7,288	7,512	7,443
% of Registrants Age 65+	73%	73%	74%
Passengers Carried: Annual	448,122	457,172	473,390
Passengers Carried: Average Weekday	1,465	1,532	1,790
Customer No Shows (Annual)	7,289	7,702	8,440
Trip Requests Unable to Provide	4,930	5,359	7,036
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	55%	55%	59%
Wheelchair - % of Passengers Carried	30%	30%	31%
Ambulant - % of Passengers Carried	70%	70%	69%

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	83.822	85.369	91.675		95.499	98.265
Provincial funding (service specific)	41.938	41.970	41.970		41.970	41.970
Revenues	**125.760**	**127.339**	**133.645**	**1**	**137.469**	**140.235**
Salaries and benefits	110.438	120.773	121.403		124.066	125.546
Services	18.252	20.183	21.372		21.702	22.072
Materials, parts, and supplies	32.310	35.116	37.969		39.213	40.411
Assets and purchases	0.569	0.858	0.861		0.795	0.795
Debt and finance charges	8.618	9.766	10.216		11.093	12.197
Grants, transfers and other	12.206	11.462	11.937		25.358	35.583
Recoveries	(5.294)	(5.023)	(4.591)		(4.173)	(4.273)
Operating Expenses	**177.100**	**193.137**	**199.167**		**218.054**	**232.331**
Transfer to Capital	1.986	0.607	5.039		16.420	19.624
Total Expenses	**179.086**	**193.744**	**204.206**	**2**	**234.474**	**251.955**
Mill Rate Support/(Contribution)	**53.326**	**66.405**	**70.561**		**97.006**	**111.720**
Full-time Equivalent Positions	**1,484**	**1,573**	**1,570**		**1,572**	**1,573**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in fare revenue primarily due to ridership. No increase in transit fare from 2018	5.856
Increase in advertising	0.315
Increase in miscellaneous revenue	0.135
	6.306

Public Transit

2 Expenses

Transfer to Capital	4.432
Increase in motive fuels	4.333
Increase in transfer to Southwest Rapid Transitway Payment Reserve	1.848
Increase in carbon tax	0.910
Increase in salaries and benefits	0.630
Increase in debt and finance charges	0.450
Decrease in recoveries	0.432
Increase in software licensing	0.430
Increase in Transit PLUS contracts	0.315
Increase in utilities	0.206
Decrease in bus and auto parts	(2.429)
Decrease in transfer to Transit Bus Replacement Reserve	(1.437)
Increase in miscellaneous expenses	0.342
	10.462

Full-time Equivalent Positions

Decrease 3 temporary FTEs funded by capital projects.

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Regular Transit	Revenue	117.629	121.306	127.436	131.215	133.942
	Operating expenses	163.556	180.470	187.144	204.583	217.726
	Transfer to Capital	1.971	0.607	5.039	16.420	19.624
		47.897	59.771	64.747	89.788	103.408
Transit PLUS	Revenue	7.061	5.166	5.266	5.280	5.294
	Operating expenses	12.475	11.799	11.080	12.497	13.606
	Transfer to Capital	0.015	-	-	-	-
		5.429	6.634	5.814	7.217	8.312
Chartered Bus & Special Events	Revenue	1.069	0.867	0.942	0.975	0.999
	Operating expenses	1.069	0.867	0.942	0.975	0.999
	Transfer to Capital	-	-	-	-	-
		0.000	-	-	-	-
Mill Rate Support/(Contribution)		**53.326**	**66.405**	**70.561**	**97.006**	**111.720**

Public Transit

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
SW Rapid Transit Corridor Res	4.220	2.142	2.159	2.176	2.193
SW Rpd Trwy - 2 & Peb Hwy Udrp	5.016	10.032	15.486	10.224	6.640
Transit Bus Replacemt Res	11.281	0.083	0.112	0.119	0.193

Capital Budget	2019 Preliminary	2020 - 2024 Forecast	6 Year Total
(in millions of $)	39.771	192.856	232.627

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	2015	2016	2017
Number of litter containers in park sites [A]	2,960	2,976	3,561
Number of street litter containers	1,588	1,588	1,588
Tonnes of boulevard abrasives removed (streets only)	24,250	22,305	29,500
Flower Beds (raised/fixed/in-ground - not including shrubs) m2 [A] [B]	26,658	21,291	23,442
Number of Flower planters [A] [C]	1,604 m2	1,202	1,257
Number of Hanging baskets [A] [C]	10 m2	20	20
Number of park lighting units [A]	3,828	3,601	3,588
Number of community clean-up & Adopt-A-Park projects	28	40	43
Number of graffiti tags removed	17,531	21,859	17,374
Square metres of graffiti removed	44,314	45,589	38,331
Number of graffiti sites treated	7,347	7,222	5,577
Number of public art projects completed [D]	4	6	5

[A] Source: 2016 and 2017 Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

[B] In 2015, flower beds were reported separately as raised/fixed and in-ground.

[C] 2015 was reported in square metres.

[D] Source: Winnipeg Arts Council.

City Beautification

Contributing Departments

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

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.097	0.060	0.151		0.061	0.061
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.097**	**0.060**	**0.151**	**1**	**0.061**	**0.061**
Salaries and benefits	8.188	8.199	8.378		8.553	8.644
Services	5.933	6.481	6.638		6.621	6.639
Materials, parts, and supplies	1.232	1.104	1.195		1.201	1.206
Assets and purchases	0.033	0.036	0.036		0.036	0.036
Debt and finance charges	0.025	0.044	0.053		0.049	0.049
Grants, transfers and other	1.735	1.690	1.700		1.705	1.708
Recoveries	(0.419)	(0.384)	(0.373)		(0.373)	(0.373)
Operating expenses	**16.727**	**17.171**	**17.627**		**17.791**	**17.909**
Transfer to Capital	0.116	-	0.018		0.070	0.071
Total Expenses	**16.844**	**17.171**	**17.645**	**2**	**17.862**	**17.979**
Mill Rate Support/(Contribution)	**16.746**	**17.111**	**17.494**		**17.801**	**17.919**
Full-time Equivalent Positions	**129**	**121**	**121**		**121**	**121**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.091
	0.091

2 Expenses

Increase in salaries and benefits	0.179
Increase in contracts	0.138
Increase in fleet equipment and fleet-related accounts	0.080
Transfer to Capital	0.018
Miscellaneous adjustments	0.059
	0.474

City Beautification

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Litter Collection	Revenue	0.023	0.013	0.013	0.013	0.013
	Operating expenses	3.825	4.000	4.091	4.139	4.171
	Transfer to Capital	-	-	-	-	-
		3.801	3.987	4.078	4.126	4.158
Public Gardens/Landscaping	Revenue	0.025	0.020	0.095	0.020	0.020
	Operating expenses	4.110	4.105	4.196	4.251	4.285
	Transfer to Capital	0.103	-	0.015	0.059	0.059
		4.188	4.085	4.115	4.289	4.324
OrnLight/Flags,Banners/PubArt	Revenue	0.005	0.002	0.017	0.002	0.002
	Operating expenses	0.530	0.805	0.825	0.835	0.841
	Transfer to Capital	0.014	-	0.003	0.012	0.012
		0.538	0.802	0.811	0.844	0.850
Graffiti Control	Revenue	0.006	0.003	0.003	0.003	0.003
	Operating expenses	1.346	1.507	1.538	1.556	1.569
	Transfer to Capital	-	-	-	-	-
		1.340	1.503	1.534	1.553	1.565
Regional Street Cleaning	Revenue	0.020	0.011	0.011	0.011	0.011
	Operating expenses	3.206	3.443	3.579	3.597	3.615
	Transfer to Capital	-	-	-	-	-
		3.186	3.432	3.567	3.586	3.604
Local Street Cleaning	Revenue	0.017	0.010	0.010	0.010	0.010
	Operating expenses	3.710	3.311	3.398	3.413	3.428
	Transfer to Capital	-	-	-	-	-
		3.693	3.302	3.388	3.404	3.418
Mill Rate Support/(Contribution)		**16.746**	**17.111**	**17.494**	**17.801**	**17.919**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.665	2.053	2.718

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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	2015	2016	2017
Number of billed water accounts [A]	203,607	205,759	208,008
Number of complaints - taste and odour [B]	142	190	205
Average daily volume of water pumped (ML/D)	195	189	189
Average volume of water pumped daily per capita (litres)	271	260	252
Kilometres of distribution water mains	2,614	2,637	2,660
Kilometres of feeder mains	152	152	152
Kilometres of water mains cleaned	1,104	755	839
Number of water main breaks	317	268	236
Number of hydrants	21,919	22,045	22,376
Number of water quality tests conducted [C]	71,537	71,289	66,734
Average monthly residential water bill	$27.02	$29.19	$33.07
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 [D]	45,773	45,161	65,754

[A] Reflects residential and commercial/industrial accounts previously reported separately.

[B] Reflects complaints received through the City's 311 system.

[C] Decrease due to refinements in the Flushing Program.

[D] Increase due to pilot testing of an alternative coagulant at the Water Treatment Plant.

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	127.114	132.356	129.582		131.320	139.346
Provincial funding (service specific)	0.783	0.765	0.765		0.765	0.765
Revenues	**127.897**	**133.121**	**130.347**	**1**	**132.085**	**140.111**
Salaries and benefits	29.631	32.384	33.090		33.928	34.200
Services	18.107	20.683	20.635		20.852	21.069
Materials, parts, and supplies	15.730	16.417	17.198		17.717	18.397
Assets and purchases	0.974	1.048	1.165		1.188	1.155
Debt and finance charges*	8.604	13.288	13.489		13.700	13.920
Grants, transfers and other	38.416	39.822	39.802		40.696	41.781
Recoveries	(5.998)	(8.108)	(8.449)		(8.458)	(8.265)
Expenses	**105.464**	**115.533**	**116.930**	**2**	**119.623**	**122.256**
Surplus/(Deficit)	**22.432**	**17.588**	**13.417**		**12.463**	**17.855**
Full-time Equivalent Positions	**390**	**408**	**409**		**409**	**409**

*** 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 2019 budgeted dividend is $13.862 million.

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in water sales	(3.043)
Miscellaneous adjustments	0.269
	(2.774)

2 Expenses

Increase in transfer to Water Main Renewal Reserve	1.500
Increase in salaries and benefits	0.706
Increase in chemicals	0.465
Increase in other materials and supplies	0.316
Decrease in water utility dividend transfer to General Revenue Fund	(1.625)
Miscellaneous adjustments	0.035
	1.397

Full-time Equivalent Positions

Change due to internal FTE allocations within the Water and Waste department.

Water

Service Detail Sub-Services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Water Supply & Treatment	Revenue	63.866	66.489	65.093	65.963	69.975
	Expense	53.266	57.445	58.716	60.357	61.904
		10.600	9.044	6.377	5.605	8.072
Water Distribution	Revenue	64.030	66.632	65.254	66.123	70.136
	Expense	52.198	58.089	58.214	59.266	60.352
		11.832	8.544	7.040	6.857	9.783
Surplus/(Deficit)		**22.432**	**17.588**	**13.417**	**12.463**	**17.855**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Water Main Renewal Reserve	2.279	0.258	1.272	1.786	2.800

Capital Budget	2019 Preliminary	2020- 2024 Forecast	6 Year Total
(in millions of $)	25.000	161.760	186.760

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	2015	2016	2017
Number of billed sewer accounts	203,491	205,655	207,903
Number of complaints - raw sewer backup [A]	854	752	687
Number of complaints - clean sewer backup [A]	717	595	419
Volume of wastewater processed (ML/D)	256	275	252
Kilometres of collection system pipeline [B]	2,608	2,635	2,640
Number of pumping stations	74	74	75
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	148	209	124
Number of industrial waste tests conducted [C]	70,158	49,279	41,522
Number of treatment plant tests conducted	125,838	124,349	123,084
Number of manholes	47,054	47,680	48,175
Average monthly residential sewer bill	$38.32	$40.31	$45.29

[A] Reflects total complaints received through the City's 311 system including both City and customer areas of responsibility.

[B] Includes sanitary, combined and interceptor sewers. 2016 restated due to data query criteria correction.

[C] Decreasing due to elimination of metal testing on all submitted samples.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	179.008	197.706	194.368		199.713	216.109
Provincial funding (service specific)	0.336	0.336	0.336		0.336	0.336
Revenues	**179.344**	**198.041**	**194.703**	**1**	**200.049**	**216.444**
Salaries and benefits	32.336	33.802	34.719		35.676	36.435
Services	25.689	27.896	28.880		30.969	32.225
Materials, parts, and supplies	11.011	11.228	11.219		12.120	13.066
Assets and purchases	0.063	0.080	0.146		0.170	0.119
Debt and finance charges*	0.801	1.431	4.357		9.936	12.423
Grants, transfers and other	81.949	83.323	155.985		88.090	91.317
Recoveries	(1.321)	(1.928)	(1.731)		(1.738)	(1.739)
Expenses	**150.528**	**155.832**	**233.575**	**2**	**175.222**	**183.847**
Surplus/(Deficit)	**28.816**	**42.209**	**(38.872)**		**24.827**	**32.598**
Full-time Equivalent Positions	**422**	**410**	**410**		**410**	**410**

*** 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 2019 budgeted dividend is $20.350 million.

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in sewer services	(4.400)
Decrease in over-strength and hauled waste	(0.563)
Decrease in service connection permits	(0.271)
Increase in leachate treatment to recover cost of the service	2.000
Miscellaneous adjustments	(0.104)
	(3.338)

2 Expenses

Increase in transfer to Environmental Projects Reserve primarily due to one-time transfer to support the NEWPCC upgrade project	68.811
Transfer to Land Drainage Fund capital program	6.106
Increase in debt and finance charges	2.926
Increase in salaries and benefits	0.917
Increase in landfill tipping	0.622
Increase in biosolids composting	0.260
Decrease in interfund recoveries	0.200
Decrease in sewer utility dividend transfer to General Revenue Fund	(2.378)
Miscellaneous adjustments	0.279
	77.743

Wastewater

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Wastewater Collection	Revenue	86.303	95.935	93.544	95.836	103.934
	Expense	65.333	68.019	106.177	75.617	79.069
		20.971	27.917	(12.633)	20.219	24.865
Wastewater Treatment	Revenue	93.040	102.106	101.159	104.213	112.511
	Expense	85.195	87.813	127.398	99.605	104.778
		7.845	14.293	(26.239)	4.608	7.733
Surplus/(Deficit)		**28.816**	**42.209**	**(38.872)**	**24.827**	**32.598**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Environmental Projects Reserve	93.934	106.383	170.358	176.454	186.705
Sewer System Rehab Reserve	6.546	6.496	6.986	7.439	7.742

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	64.189	347.020	411.209

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.
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	2015	2016	2017
Number of stormwater retention basins (SRB)	86	86	92
Number of permanent flood pumping stations [A]	31	31	31
Number of SRB pumping stations	5	5	5
Kilometres of land drainage sewer mains	1,183	1,206	1,218
Kilometres of storm relief sewer mains [B]	187	188	188
Peak river elevations (>8.5 feet) - spring	14.2	16.5	19.31
Peak river elevations (>8.5 feet) - summer	11.5	12.1	7.15
Meters of City owned riverbank protected annually [C]	620	360	70
Number of waterway permits issued	128	128	116

[A] 2015 and 2016 restated due to reclassification.

[B] 2016 restated due to data query criteria correction.

[C] Funded by the Riverbank Stabilization and Physical Asset Protection Fund. Decreasing due to reduction in planned activities.

Land Drainage and Flood Control

Contributing Departments

Water and Waste	87 %
Planning, Property and Development	10 %
Public Works	3 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	11.224	6.119	5.904		5.469	5.503
Provincial funding (service specific)	-	-	-		-	-
Revenues	**11.224**	**6.119**	**5.904**	**1**	**5.469**	**5.503**
Salaries and Benefits	2.333	2.392	2.354		2.390	2.410
Services	2.126	2.495	2.363		2.418	2.445
Materials, parts and supplies	0.444	0.792	0.809		0.759	0.747
Assets and purchases	0.005	0.003	0.003		0.004	0.004
Debt and finance charges	1.054	0.844	0.789		0.321	0.321
Grants, transfers and other	0.041	0.041	0.041		0.041	0.041
Recoveries	(0.048)	0.000	0.000		0.000	0.000
Operating expenses	**5.956**	**6.568**	**6.360**		**5.932**	**5.968**
Transfer to Capital	6.701	-	0.205		0.727	0.735
Total Expenses	**12.657**	**6.568**	**6.565**	**2**	**6.659**	**6.703**
Mill Rate Support/(Contribution)	**1.433**	**0.449**	**0.661**		**1.191**	**1.200**
Full-time Equivalent Positions	**28**	**28**	**28**		**28**	**28**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in transfer from Sewage Disposal Fund	(0.218)
Miscellaneous adjustments	0.003
	(0.215)

2 Expenses

Transfer to Capital	0.205
Decrease in services	(0.132)
Decrease in debt and finance	(0.055)
Miscellaneous adjustments	(0.021)
	(0.003)

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Flood Control	Revenue	-	-	-	-	-
	Operating expenses	2.067	2.091	2.004	1.835	1.856
	Transfer to Capital	2.798	-	-	-	-
		4.864	2.091	2.004	1.835	1.856
Land Drainage	Revenue	11.051	5.946	5.728	5.290	5.320
	Operating expenses	3.538	4.034	3.904	3.635	3.644
	Transfer to Capital	3.292	-	-	-	-
		(4.222)	(1.912)	(1.824)	(1.654)	(1.677)
Waterways Management	Revenue	0.172	0.173	0.175	0.179	0.182
	Operating expenses	0.351	0.443	0.451	0.462	0.469
	Transfer to Capital	0.612	-	0.205	0.727	0.735
		0.791	0.270	0.481	1.010	1.021
Mill Rate Support/(Contribution)		**1.433**	**0.449**	**0.661**	**1.191**	**1.200**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	7.900	30.376	38.276

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	2015	2016	2017
Number of dwelling units served	292,127	296,147	299,395
Weight of residential garbage collected (tonnes)	177,845	174,280	172,209
Weight of garbage generated per capita (kilograms)	248	237	230
Number of large item pick ups per year	13,561	12,636	13,098

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	1.253	1.115	1.142		1.157	1.172
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.253**	**1.115**	**1.142**	**1**	**1.157**	**1.172**
Salaries and benefits	0.877	0.932	1.123		1.174	1.192
Services	18.426	20.997	21.637		22.290	22.996
Materials, parts, and supplies	0.029	0.036	0.095		0.144	0.184
Assets and purchases	0.253	0.239	0.239		0.239	0.239
Debt and finance charges	-	0.008	0.008		0.008	0.008
Grants, transfers and other	0.065	0.124	0.124		0.124	0.125
Recoveries	(0.015)	-	-		-	-
Operating Expenses	**19.635**	**22.335**	**23.226**		**23.979**	**24.743**
Transfer to Capital	-	-	-		-	-
Total Expenses	**19.635**	**22.335**	**23.226**	**2**	**23.979**	**24.743**
Mill Rate Support/(Contribution)	**18.382**	**21.220**	**22.084**		**22.822**	**23.571**
Full-time Equivalent Positions	**11**	**11**	**15**		**15**	**15**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.027
	0.027

2 Expenses

Increase in collection contracts	0.860
Increase in salaries and benefits	0.192
Decrease in landfill tipping	(0.241)
Miscellaneous adjustments	0.080
	0.891

Full-time Equivalent Positions

Change due to internal FTE allocations within the Water and Waste department.

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	2015	2016	2017
Number of tonnes disposed	395,828	363,664	355,326
Total number of non-commercial vehicles	93,220	80,439	69,658
Total number of commercial and contractor vehicles	61,890	65,336	70,989
Kilolitres of leachate hauled and treated	72,475	65,360	53,930
Tonnes of landfill gas (CO2) captured	110,314	104,349	85,819

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	16.121	14.970	15.343		15.837	15.977
Provincial funding (service specific)	0.062	0.062	0.062		0.062	0.062
Revenues	**16.182**	**15.031**	**15.404**	**1**	**15.898**	**16.039**
Salaries and benefits	3.200	3.502	3.344		3.416	3.497
Services	6.440	7.647	8.274		8.660	8.876
Materials, parts, and supplies	0.661	0.660	0.710		0.781	0.815
Assets and purchases	(0.003)	0.095	0.095		0.095	0.095
Debt and finance charges	0.202	0.430	0.366		0.370	0.356
Grants, transfers and other	0.850	0.801	0.748		0.754	0.757
Recoveries	(0.092)	(0.025)	(0.035)		(0.035)	(0.030)
Expenses	**11.259**	**13.109**	**13.503**	**2**	**14.041**	**14.367**
Surplus/(Deficit)	**4.924**	**1.922**	**1.902**		**1.857**	**1.672**
Full-time Equivalent Positions	**34**	**41**	**38**		**38**	**38**

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 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in landfill tipping	0.347
Miscellaneous adjustments	0.026
	0.373

2 Expenses

Increase in leachate treatment	0.605
Decrease in salaries and benefits	(0.158)
Miscellaneous adjustments	(0.053)
	0.394

Full-time Equivalent Positions

Change due to internal FTE allocations within the Water and Waste department.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Landfill Rehab Reserve	7.421	7.788	7.914	8.166	8.388

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	3.375	11.105	14.480

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 three 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	2015	2016	2017
Number of dwelling units served	292,127	296,147	299,395
Weight of residential recycling material collected (tonnes) [A]	55,697	55,010	54,177
Average weight of residential recycling per household (kg) [A]	191	186	181
Total yard waste composted (tonnes)	33,474	34,123	28,528
Total divertible materials collected at the 4R Winnipeg Depots (tonnes) [B]	N/A	3,989	8,846

[A] Decrease in tonnes primarily due to lightweighting of packaging material.

[B] The Brady 4R Winnipeg Depot opened February, 2016. The Pacific 4R Winnipeg Depot opened February, 2017.

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	26.128	26.389	24.884		27.144	30.252
Provincial funding (service specific)	4.789	4.901	4.926		5.016	5.041
Revenues	**30.916**	**31.290**	**29.810**	**1**	**32.160**	**35.293**
Salaries and benefits	4.434	5.727	5.860		5.989	6.088
Services	21.740	28.016	29.406		28.122	29.317
Materials, parts, and supplies	0.367	0.593	0.577		0.628	0.674
Assets and purchases	0.559	0.317	0.323		0.329	0.329
Debt and finance charges*	0.825	2.787	3.177		3.183	2.994
Grants, transfers and other	1.133	0.161	0.211		0.211	0.210
Recoveries	(0.529)	(0.637)	(0.780)		(0.780)	(0.780)
Expenses	**28.531**	**36.965**	**38.775**	**2**	**37.682**	**38.832**
Surplus/(Deficit)	**2.386**	**(5.675)**	**(8.965)**		**(5.522)**	**(3.539)**
Full-time Equivalent Positions	**71**	**83**	**82**		**82**	**82**

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

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

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in sale of recyclables	(2.274)
Increase in waste diversion revenue due to rate increase	0.394
Increase in funding from Multi-Material Stewardship Manitoba	0.210
Miscellaneous adjustments	0.190
	(1.480)

2 Expenses

Increase in recycling collection contracts	0.968
Increase in debt and finance charges	0.390
Increase in recycling processing	0.208
Increase in salaries and benefits	0.133
Miscellaneous adjustments	0.111
	1.810

Full-time Equivalent Positions

Change due to internal FTE allocations within the Water and Waste department.

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Recycling	Revenue	20.932	20.712	18.826	20.649	23.470
	Expense	18.983	26.656	28.162	26.961	27.892
		1.949	(5.945)	(9.336)	(6.313)	(4.422)
Waste Diversion	Revenue	9.984	10.578	10.984	11.512	11.824
	Expense	9.548	10.309	10.613	10.721	10.940
		0.436	0.270	0.371	0.791	0.884
Surplus/(Deficit)		**2.386**	**(5.675)**	**(8.965)**	**(5.522)**	**(3.539)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Waste Diversion Reserve	7.202	5.188	4.927	4.967	5.006

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.250	0.450	0.700

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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	2015	2016	2017
No. of Development Servicing Agreements Administered	61	20	26
No. of Urban Design Applications Reviewed	100	106	111
No. of Zoning Agreements Processed	41	39	39
No. of Survey Information Requests (for construction work)	2,178	2,863	2,150
No. of Surveys Performed (Contract / In-house) [A]	37 / 112	81 / 40	66 / 58
No. of Survey Monuments Restored [B]	42	196	231
No. of Street Closings / Openings	16	23	11
Number of new greenfield dwelling units [C]	2,367	2,220	3,410
Number of new infill dwelling units [D]	1,299	1,337	1,232
No. of new dwelling units within 400 meters of a regional mixed-use corridor	372	397	478

[A] Over the last few years Geomatics has seen a significant increase in the number of large scale jobs. Some, such as the Arlington Bridge and the Kenaston/Route 90 projects, each require the services of one staff member for approximately one year.

[B] 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.

[C] 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.

[D] 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.013	0.001	0.316		0.001	0.001
Provincial funding (service specific)	0.024	-	-		-	-
Revenues	**0.038**	**0.001**	**0.316**	**1**	**0.001**	**0.001**
Salaries and benefits	1.652	1.715	1.894		1.963	1.998
Services	0.180	0.441	0.195		0.195	0.195
Materials, parts, and supplies	0.002	0.003	0.003		0.003	0.003
Assets and purchases	0.003	0.004	0.004		0.004	0.004
Debt and finance charges	0.012	0.028	0.034		0.031	0.031
Grants, transfers and other	0.403	0.038	0.041		0.046	0.046
Recoveries	(0.054)	(0.089)	(0.131)		(0.085)	(0.086)
Operating expenses	**2.198**	**2.139**	**2.040**		**2.156**	**2.189**
Transfer to Capital	0.204	-	0.069		0.254	0.256
Total Expenses	**2.402**	**2.139**	**2.109**	**2**	**2.410**	**2.446**
Mill Rate Support/(Contribution)	**2.364**	**2.139**	**1.793**		**2.409**	**2.445**
Full-time Equivalent Positions	**18**	**18**	**20**		**20**	**20**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Transfer from Multi-Family Dwelling Tax Investment Reserve	0.315
	0.315

2 Expenses

Decrease in service expenditures for OurWinnipeg	(0.246)
Increase in FTE recoveries from other Funds	(0.042)
Increase in salaries and benefits	0.179
Transfer to Capital	0.069
Miscellaneous adjustments	0.010
	(0.030)

Full-time Equivalent Positions

Change due to internal FTE allocations.

City Planning

Service Detail Sub-service (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Area Dev & Renewal Planning	Revenue	0.016	-	0.195	-	-
	Operating expenses	1.513	1.347	1.088	1.141	1.160
	Transfer to Capital	0.068	-	0.042	0.156	0.158
		1.565	1.347	0.934	1.297	1.317
City-wide Long Range Planning	Revenue	0.022	-	0.120	-	-
	Operating expenses	0.685	0.792	0.952	1.015	1.029
	Transfer to Capital	0.136	-	0.027	0.097	0.099
		0.799	0.792	0.859	1.112	1.127
Mill Rate Support/(Contribution)		**2.364**	**2.139**	**1.793**	**2.409**	**2.445**

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	2015	2016	2017
Targeted Development Programs/projects- # of units created	180	297	147
Housing Reserve - $ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	$1,083,000	$635,628	$680,196
Homelessness Partnering Strategy - Funds invested to address homelessness [A]	$4,938,885	$8,006,066	$10,414,837
Building Communities Funding ($ 000's) / Projects completed	$3,353 / 29	$1,885 / 12	$580 / 7
Number of Park Projects (New / Completed)	49 / 57	21 / 29	12 / 36
Number of Neighbourhood Development Projects (participated in) [B]	16	24	17
Number of Community Networks (participated in) [B]	54	33	54
Number of Community Consultations Facilitated [B]	12	6	7
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	20	28	35
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	31	45	42

[A] Federal Fiscal Year (April to March).

[B] Source: Community Services Department.

Neighbourhood Revitalization

Contributing Departments

Community Services 46 %
Planning, Prop. & Devl. 28 %
Corporate Accounts 26 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.742	0.588	0.272		-	-
Provincial funding (service specific)	0.000	-	-		-	-
Revenues	**0.742**	**0.588**	**0.272**	**1**	**0.000**	**0.000**
Salaries and benefits	2.504	2.219	1.912		1.855	1.882
Services	0.895	0.963	0.922		0.899	0.899
Materials, parts, and supplies	0.031	0.019	0.018		0.017	0.017
Assets and purchases	0.006	0.010	0.008		0.008	0.008
Debt and finance charges	0.470	0.558	0.639		0.462	0.531
Grants, tranfers and other	2.558	3.783	3.421		3.434	3.432
Recoveries	(0.159)	(0.236)	(0.416)		(0.420)	(0.421)
Operating expenses	**6.304**	**7.315**	**6.505**		**6.255**	**6.348**
Transfer to Capital	1.834	1.732	1.836		1.928	2.036
Total Expenses	**8.138**	**9.047**	**8.341**	**2**	**8.183**	**8.385**
Mill Rate Support/(Contribution)	**7.396**	**8.460**	**8.069**		**8.183**	**8.385**
Full-time Equivalent Positions	**32**	**26**	**21**		**19**	**19**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease due to expiration of Homelessness Partnering Strategy agreement March 31, 2019	(0.315)
Miscellaneous adjustments	(0.001)
	(0.316)

2 Expenses

Non-recurring grant to Louis Riel School Division - running track for Victor Mager School in 2018	(0.500)
Decrease in salaries and benefits primarily due to expiration of Homelessness Partnering Strategy agreement March 31, 2019	(0.307)
Decrease in expenditures due to expiration of Homelessness Partnering Strategy agreement March 31, 2019	(0.222)
Transfer to Capital	0.104
Miscellaneous adjustments	0.219
	(0.706)

Full-time Equivalent Positions

Decrease of 5 FTEs due to the expiration of the Homelessness Partnering Strategy (4.5 FTEs) agreement March 31, 2019 and refinement of the service based view (0.5 FTEs).

Neighbourhood Revitalization

Service Detail Sub-service (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Community Development	Revenue	0.004	-	0.120	-	-
	Operating expenses	4.636	4.799	4.414	4.318	4.410
	Transfer to Capital	1.834	1.732	1.836	1.928	2.036
		6.465	6.531	6.129	6.246	6.447
Housing Initiatives	Revenue	0.737	0.587	0.152	-	-
	Operating expenses	1.668	2.516	2.091	1.937	1.938
		0.931	1.929	1.939	1.937	1.938
Mill Rate Support/(Contribution)		**7.396**	**8.460**	**8.069**	**8.183**	**8.385**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Housing Rehab Invest Reserve	7.170	3.134	2.831	2.551	2.268
Multi-Family Dwell Tax Inv Res	3.572	1.469	0.349	0.396	1.170

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	2.386	11.504	13.890

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, and energy efficient buildings through the administration and enforcement of building by-laws and property standards.
2. Continue to streamline the building permit application and approval process, and improve our ability to provide timely inspection services and proactive by-law enforcement.
3. Continue to improve the comprehensive customer experience, including providing clear information and communication, excellent customer service, and innovative approaches.
4. Enhance the public's awareness of necessary safety and non-safety-related building project requirements.
5. Pursue financial self-sufficiency.
6. Transparency of actual performance to targets.

Service Level Statistics

Description	2015	2016	2017
Total New Dwelling Units Created	3,679	3,995	4,875
Permit Volumes			
Residential Permits Issued	5,958	6,917	7,100
Non-Residential Permits Issued	2,817	3,251	3,615
Other Permits Issued	18,721	20,835	23,239
Total Permits Issued	27,613	31,130	34,084
Total Permit Fees ($) [A]	20,987,515	25,009,590	26,189,264
Permit Values (in thousands of $)			
Residential Permit Values	858,498	977,900	1,203,747
Non-Residential Permit Values	612,051	1,039,764	890,191
Total Permit Values	1,470,549	2,017,665	2,093,938
Plan Examination Volume (Number of Plans Reviewed):			
Residential	4,573	5,268	5,333
Commercial	5,826	6,784	7,524
Total Plan Examination Volume	10,399	12,052	12,857
Inspection Volume (Number Conducted):			
Residential	67,008	75,031	79,097
Commercial	45,914	46,909	47,115
Total Inspection Volume	112,922	121,940	126,212

[A] Does not include impact fees.

Development Approvals, Building Permits and Inspections

Contributing Departments

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

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	26.974	29.555	28.779		28.826	29.402
Provincial funding (service specific)	0.014	-	-		-	-
Revenues	**26.988**	**29.555**	**28.779**	**1**	**28.826**	**29.402**
Salaries and benefits	16.810	17.836	17.886		18.400	18.598
Services	1.640	1.481	1.685		1.688	1.688
Materials, parts and supplies	0.098	0.087	0.101		0.101	0.101
Assets and purchases	0.111	0.081	0.081		0.081	0.081
Debt and finance charges	0.303	0.317	0.322		0.320	0.319
Grants, transfers and other	1.616	0.684	0.652		0.494	0.495
Recoveries	(0.522)	(0.507)	(0.421)		(0.397)	(0.400)
Operating expenses	**20.055**	**19.979**	**20.306**		**20.685**	**20.882**
Transfer to Capital	0.095	-	0.128		0.306	0.319
Total Expenses	**20.150**	**19.979**	**20.434**	**2**	**20.991**	**21.201**
Mill Rate Support/(Contribution)	**(6.838)**	**(9.577)**	**(8.345)**		**(7.834)**	**(8.201)**
Full-time Equivalent Positions	**206**	**213**	**210**		**210**	**209**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Transfer from Multi Family Dwelling Tax Investment Reserve	0.315
Increase in regulation fee revenue due to inflation	0.131
Decrease due to transfer of encroachments to Property Asset Management - Tax Supported	(1.251)
Miscellaneous adjustments	0.029
	(0.776)

2 Expenses

Increase in services	0.204
Transfer to Capital	0.128
Decrease in recoveries	0.086
Increase in salaries and benefits	0.050
Miscellaneous adjustments	(0.013)
	0.455

Full-time Equivalent Positions

Decrease of 3 FTEs due to internal FTE allocations and refinement of service-based view.

Development Approvals, Building Permits and Inspections

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Res Dev Approvals & Inspection	Revenue	8.133	8.903	8.727	8.686	8.860
	Operating expenses	9.845	9.905	10.132	10.314	10.412
	Transfer to Capital	0.095	-	0.062	0.147	0.154
		1.807	1.001	1.468	1.775	1.706
Com Dev Approvals & Inspection	Revenue	18.856	20.652	20.052	20.140	20.542
	Operating expenses	10.210	10.074	10.174	10.371	10.470
	Transfer to Capital	-	-	0.065	0.159	0.166
		(8.645)	(10.578)	(9.812)	(9.610)	(9.906)
Mill Rate Support/(Contribution)		**(6.838)**	**(9.577)**	**(8.345)**	**(7.834)**	**(8.201)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Permit Reserve	2.000	1.376	1.183	1.193	1.202

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	2015	2016	2017
Residential Building Permit Applications	5,088	6,138	6,649
Residential Building Permit Application Value (in millions)	$451	$575	$643
Commercial Building Permits Issued	3,610	3,960	3,657
Commercial Building Permit Value (in millions)	$840	$1,203	$1,208
Total Building Permit Value (in millions)	$1,291	$1,778	$1,851
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	21	28	20
Construction Value of Downtown Projects Above (in millions)	$14	$188	$146
Number of Major City-Wide Development Projects (>$2 million)	90	106	88
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$541	$835	$896
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,769	16 / 4,748	16 / 4,708

Economic Development

Contributing Departments

Planning, Prop. & Devl.	57 %
City Clerks	20 %
Mayor's Office	15 %
Corporate	8 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.002	-	1.806		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**0.002**	**-**	**1.806**	**1**	**-**	**-**
Salaries and benefits	0.367	0.529	0.571		0.589	0.597
Services	0.315	0.476	0.455		0.455	0.455
Materials, parts and supplies	0.064	0.024	0.025		0.025	0.025
Assets and purchases	0.017	0.002	0.001		0.001	0.001
Debt and finance charges	0.147	0.154	0.153		0.022	0.022
Grants, transfers and other	0.931	0.324	0.324		0.324	0.324
Recoveries	(0.030)	(0.018)	(0.036)		(0.037)	(0.038)
Operating expenses	**1.812**	**1.490**	**1.492**		**1.378**	**1.386**
Transfer to Capital	-	-	0.001		0.001	0.001
Total Expenses	**1.812**	**1.490**	**1.493**	**2**	**1.379**	**1.387**
Mill Rate Support/(Contribution)	**1.810**	**1.490**	**(0.313)**		**1.379**	**1.387**
Full-time Equivalent Positions	**4**	**5**	**5**		**5**	**5**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

One-time transfer from Economic Development Investment Reserve	1.806
	1.806

2 Expenses

Miscellaneous adjustments	0.003
	0.003

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Economic Dev Invest Reserve	1.756	2.482	1.972	2.450	2.470

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	2015	2016	2017
Total Listed Historic Resources	253	269	294
Total Nominated Resources	118	100	74
Total Commemorated Resources [A]	337	338	339
Number of Nominated Resources Evaluated for Historical Listing	14	23	25
Number of Nominated Resources Added to the List of Historical Resources	12	15	25
Number of Resources Commemorated [B]	0	1	1
Number of Historical Resources Evaluated for De-listing	1	0	0
Number of Heritage Resources De-Listed	0	0	0
Number of Buildings Receiving Heritage Support from City Council [C]	23	27	25
Number of Heritage Permits Issued	37	56	61

[A] 2016 Restated to correct a reporting error.

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

[C] 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.004	-	0.120		-	-
Provincial funding (service specific)	0.000	-	-		-	-
Revenues	**0.004**	**-**	**0.120**	**1**	**-**	**-**
Salaries and benefits	0.218	0.246	0.231		0.239	0.243
Services	0.008	0.012	0.012		0.012	0.012
Materials, parts, and supplies	0.001	0.001	0.001		0.001	0.001
Assets and purchases	0.000	0.000	0.000		0.000	0.000
Debt and finance charges	0.002	0.004	0.005		0.004	0.004
Grants, transfers and other	0.112	0.051	0.044		0.046	0.046
Recoveries	(0.033)	(0.050)	(0.028)		(0.029)	(0.029)
Operating expenses	**0.308**	**0.263**	**0.266**		**0.274**	**0.277**
Transfer to Capital	0.163	-	0.023		0.094	0.094
Total Expenses	**0.471**	**0.263**	**0.289**	**2**	**0.368**	**0.372**
Mill Rate Support/(Contribution)	**0.467**	**0.263**	**0.169**		**0.368**	**0.372**
Full-time Equivalent Positions	**2**	**3**	**2**		**2**	**2**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Transfer from Multi-Family Dwelling Tax Investment Reserve	0.120
	0.120

2 Expenses

Transfer to Capital	0.023
Miscellaneous adjustments	0.003
	0.026

Full-time Equivalent Positions

Change due to internal FTE allocations.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Heritage Investment Reserve	1.935	0.062	0.115	0.124	0.177

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.214	1.311	1.525

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	2015	2016	2017
Land & Property			
Property Sales / Gross Revenues from Sales Closed	29 / $6.2M	31 / $11.3M	30 / $15.6M
Number of Individual Leases / Gross Revenue from Leasing	±635 / $1.83M	±639 / $1.75M	±632 / $1.75M
Municipal Accommodations			
Estimated Market Value	$3 - $4B	$3 - $4B	$3 - $4B
Number of Buildings / Total Square Footage (Owned & Leased) [A]	467 / 7.4M sq ft	1,034 / 7.7M sq ft	1,188 / 7.7M sq ft
Estimated Replacement Value City Owned Buildings Receiving Maintenance Services [A]	$1.00B	$1.77 B	$2.51 B

NOTE: M = millions
B = billions

[A] Increase in 2016 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	12.847	14.260	13.406		12.445	12.888
Provincial funding (service specific)	-	-	-		-	-
Revenues	**12.847**	**14.260**	**13.406**	**1**	**12.445**	**12.888**
Salaries and benefits	3.247	3.545	4.098		4.245	4.322
Services	0.235	0.227	0.855		0.868	0.868
Materials, parts, and supplies	0.012	0.015	0.013		0.013	0.013
Assets and purchases	0.018	0.024	0.023		0.023	0.023
Debt and finance charges	0.018	0.039	0.618		0.613	0.613
Grants, transfers and other	10.388	7.944	8.761		8.802	8.837
Recoveries	(1.242)	(1.307)	(1.693)		(1.713)	(1.721)
Operating expenses	**12.675**	**10.487**	**12.675**		**12.852**	**12.956**
Transfer to Capital	-	-	0.049		0.044	0.053
Total Expenses	**12.675**	**10.487**	**12.724**	**2**	**12.896**	**13.009**
Mill Rate Support/(Contribution)	**(0.172)**	**(3.773)**	**(0.682)**		**0.451**	**0.121**
Full-time Equivalent Positions	**37**	**42**	**46**		**46**	**46**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase due to the transfer of Property Management Branch - Municipal Accommodations to Property Asset Management - Tax Supported	2.128
Increase due to transfer of encroachments from Development Applications, Building Permits and Inspections	1.251
Non-recurring transfer from Land Operating Reserve Fund in 2018	(2.300)
Decrease in transfer from Municipal Accommodations Fund	(1.929)
Miscellaneous adjustments	(0.004)
	(0.854)

2 Expenses

Increase due to transfer of Property Management Branch - Municipal Accommodations to Property Asset Management - Tax Supported	1.445
Increase in transfer to Municipal Accommodations Fund	0.659
Transfer to Capital	0.049
Miscellaneous adjustments	0.084
	2.237

Full-time Equivalent Positions

Increase due to transfer of Property Management Branch - Municipal Accommodations to Property Asset Branch - Tax Supported.

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Municipal Accommodations	Revenue	12.238	11.959	10.029	8.044	8.462
	Operating expenses	10.857	8.454	9.107	9.159	9.206
	Transfer to Capital	-	-	0.033	0.033	0.037
		(1.381)	(3.505)	(0.889)	1.148	0.781
Land and Property	Revenue	0.609	2.302	3.377	4.401	4.427
	Operating expenses	1.818	2.041	2.969	3.085	3.143
	Transfer to Capital	-	-	0.616	0.618	0.623
		1.209	(0.261)	0.208	(0.698)	(0.661)
Mill Rate Support/(Contribution)		**(0.172)**	**(3.765)**	**(0.682)**	**0.450**	**0.120**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Land Operating Reserve	10.940	17.434	17.369	15.701	18.080

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.133	0.817	0.950

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	74.027	71.690	72.083		74.701	75.556
Provincial funding (service specific)	0.359	0.359	0.359		0.359	0.359
Revenues	**74.387**	**72.050**	**72.443**	**1**	**75.061**	**75.916**
Salaries and benefits	20.384	20.425	20.441		20.865	21.085
Services	26.762	30.270	30.486		31.072	31.040
Materials, parts, supplies	7.503	5.744	6.250		6.265	6.318
Assets and purchases	0.041	0.029	0.030		0.030	0.030
Debt and finance charges	4.077	4.758	4.829		4.924	4.784
Grants, transfers and other	13.732	13.376	11.411		9.434	9.859
Recoveries	(3.304)	(3.566)	(3.260)		(3.260)	(3.260)
Operating expenses	**69.195**	**71.038**	**70.187**		**69.330**	**69.856**
Transfer to Capital	5.192	1.012	2.256		5.731	6.060
Total Expenses	**74.387**	**72.050**	**72.443**	**2**	**75.061**	**75.916**
Surplus/(Deficit)	**-**	**-**	**-**		**-**	**-**
Full-time Equivalent Positions	**293**	**293**	**289**		**289**	**289**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in transfer from Community Services for facilities operation and maintenance	1.040
Increase in transfer from General Revenue Fund, Utility Funds and SOAs for accommodation charges	1.004
Increase in transfer from Community Services for Capital	0.477
Decrease due to the transfer of Property Management Branch to Property Asset Management-Tax Supported	(2.128)
	0.393

2 Expenses

Increase in hazardous material services, maintenance and rental costs	1.573
Transfer to Capital	1.244
Decrease in recoveries	0.306
Decrease in the transfer to the General Revenue Fund	(1.929)
Decrease due to transfer of Property Management Branch to Property Asset Management-Tax Supported	(1.445)
Miscellaneous adjustments	0.644
	0.393

Full-time Equivalent Positions

Decrease due to the transfer of Property Management Branch to Property Asset Management - Tax Supported.

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Municipal Accommodations	Revenue	53.554	51.936	50.830	51.129	51.311
	Operating expenses	49.587	51.204	49.302	47.737	47.792
	Transfer to Capital	3.195	1.012	1.779	3.647	3.769
		0.772	(0.280)	(0.251)	(0.255)	(0.250)
Pool Facilties	Revenue	13.913	13.227	14.315	15.679	16.339
	Operating expenses	11.653	11.923	13.609	14.051	14.354
	Transfer to Capital	1.523	-	0.459	1.378	1.734
		0.737	1.304	0.248	0.251	0.251
Arena Facilities	Revenue	4.151	4.351	4.643	5.037	4.922
	Operating expenses	5.335	5.514	4.634	4.805	4.911
	Transfer to Capital	0.109	-	0.012	0.233	0.011
		(1.293)	(1.164)	(0.003)	-	-
Recreation Centres	Revenue	1.221	1.315	1.367	1.501	1.538
	Operating expenses	1.586	1.410	1.378	1.416	1.453
	Transfer to Capital	0.003	-	0.004	0.107	0.113
		(0.368)	(0.095)	(0.016)	(0.022)	(0.029)
Community Centre Facilities	Revenue	1.548	1.221	1.287	1.715	1.806
	Operating expenses	1.033	0.986	1.264	1.321	1.345
	Transfer to Capital	0.362	-	0.002	0.366	0.433
		0.152	0.235	0.021	0.027	0.028
Surplus/(Deficit)		-	-	-	-	-

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	14.379	17.336	31.715

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	2015	2016	2017
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections	524	401	0
Lineal Feet of New Field of Honour Precast Beam foundation installed	0	176	0
Number of Individual Foundations Installed	51	60	54
Number of Educational Tours	16	15	15
Number of Interment Sites Re-leveled and Re-seeded	1,678	1,254	1,104
Number of Field of Honour Interment Sites re-landscaped	250	250	400
Number of Trees Planted	100	90	100
Lineal feet of existing Field of Honour Precast Beam refurbished	2,472	2,128	88

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projections
Service revenue	1.705	1.730	1.760		1.798	1.836
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.705**	**1.730**	**1.760**	**1**	**1.798**	**1.836**
Salaries and benefits	1.695	1.666	1.732		1.764	1.777
Services	0.493	0.519	0.511		0.500	0.487
Materials, parts and supplies	0.158	0.116	0.100		0.098	0.102
Assets and purchases	0.003	0.008	0.007		0.007	0.007
Debt and finance charges	0.031	0.034	0.042		0.036	0.036
Grants, transfers and other	0.149	0.189	0.184		0.190	0.193
Recoveries	(0.049)	(0.031)	(0.040)		(0.040)	(0.040)
Operating expenses	**2.480**	**2.500**	**2.536**		**2.555**	**2.561**
Transfer to Capital	0.208	-	0.243		0.250	0.239
Total Expenses	**2.688**	**2.500**	**2.778**	**2**	**2.805**	**2.800**
Mill Rate Support/(Contribution)	**0.983**	**0.771**	**1.018**		**1.007**	**0.964**
Full-time Equivalent Positions	**26**	**24**	**25**		**25**	**25**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in cemeteries revenues due to inflation and transfer from Perpetual Maintenance Reserve Funds	0.030
	0.030

2 Expenses

Transfer to Capital	0.243
Increase in salaries and benefits	0.066
Miscellaneous adjustments	(0.035)
	0.274

Full-time Equivalent Positions

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

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Perpetual Mtce-Brookside Cem	16.811	17.210	17.633	18.068	18.513
Perpetual Mtce-St Vital Cem	1.182	1.224	1.264	1.306	1.350
Perpetual Mtce-Transona Cem	0.824	0.854	0.887	0.919	0.952

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.940	2.852	3.792

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Police Response

Includes:

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

Description

The Winnipeg Police Service (WPS) 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 WPS. The Service must marshal its resources appropriately and efficiently to ensure that adequate response is always available to answer to public needs.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

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	2015	2016	2017
Police Officer Complement (Authorized)	1,424	1,421	1,412
Civilian Staff Complement (Authorized)	491	504	551
Police Officer to Civilian Staff Ratio	2.9:1	2.8:1	2.6:1
Police Officer to Population Ratio (per 100,000)	200	197	192
Total Calls for Service to the Communications Centre	541,594	578,607	585,984
Total Dispatched and Police-Initiated Calls	200,499	205,641	225,129
% of Total Calls	37.0%	35.5%	38.4%
Police-Initiated Events	72,613	68,164	80,540
% of Dispatched Call and Police-Initiated Calls	36.2%	33.1%	35.8%
Citizen Generated Events	127,886	137,476	144,591
% of Dispatched Call and Police-Initiated Calls	63.8%	66.9%	64.2%
Dispatched via Alternate Phone Response (APR)	1,197	2,237	3,002
% of Dispatched Call and Police-Initiated Calls	0.60%	1.1%	1.3%
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0 to 2: Emergency	15,402	17,726	21,535
Priority 3 to 4: Urgent	73,015	76,221	79,669
Priority 5 to 9: Non-Urgent	112,082	111,694	123,927

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	5.073	4.873	5.339		5.427	5.517
Provincial funding (service specific)	17.068	16.896	18.992		18.992	18.992
Revenues	**22.141**	**21.769**	**24.330**	**1**	**24.418**	**24.509**
Salaries and benefits	198.058	204.022	210.132		218.400	223.271
Services	11.040	10.629	11.650		11.869	12.284
Materials, parts, and supplies	4.710	4.631	5.004		5.283	5.048
Assets and purchases	1.221	1.295	1.501		1.679	1.653
Debt and finance charges	8.199	8.779	9.201		9.215	9.279
Grants, transfers and other	9.565	9.453	8.708		9.389	9.426
Recoveries	(0.415)	(0.229)	(0.503)		(0.503)	(0.503)
Operating expenses	**232.378**	**238.579**	**245.693**		**255.333**	**260.458**
Transfer to Capital	3.075	3.277	2.900		1.625	5.540
Total Expenses	**235.453**	**241.856**	**248.593**	**2**	**256.958**	**265.998**
Mill Rate Support/(Contribution)	**213.312**	**220.087**	**224.262**		**232.540**	**241.489**
Full-time Equivalent Positions	**1,558**	**1,572**	**1,565**		**1,565**	**1,565**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Provincial funding reallocated to Police Response from Crime Prevention	1.950
Provincial funding for Gang Response and Suppression Plan (GRASP)	0.145
Miscellaneous adjustments	0.466
	2.561

2 Expenses

Increase in salaries and benefits primarily due to collective agreement rates, net of transfers to Traffic Safety and Enforcement and Crime Prevention.	6.110
Increase in legal fees	0.500
Increase in debt and financing	0.422
Increase in software and helicopter maintenance	0.288
Increase in vehicles/equipment	0.206
Increase in fuel costs	0.196
Transfer to capital	(0.377)
Increase to expenditure management	(0.473)
Miscellaneous adjustments	(0.135)
	6.737

Full-time Equivalent Positions

Decrease of 7 FTEs due to reallocation of 7 FTE from Police Response to Traffic Safety and Enforcement, reallocation of 2 FTE to Crime Prevention and increase of 2 FTE for Communications Centre.

Police Response

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Police Response	Revenue	17.765	17.429	19.415	19.418	19.422
	Operating expenses	146.340	149.927	157.972	164.360	167.563
	Transfer to Capital	3.075	3.277	2.900	1.625	5.540
		131.650	135.775	141.457	146.566	153.681
Contract Policing	Revenue	1.378	1.436	1.584	1.621	1.661
	Operating expenses	0.557	0.430	1.298	1.342	1.371
	Transfer to Capital	-	-	-	-	-
		(0.820)	(1.006)	(0.286)	(0.280)	(0.290)
Crime Investigation	Revenue	2.969	2.857	3.281	3.327	3.373
	Operating expenses	75.969	80.288	78.904	81.807	83.543
	Transfer to Capital	-	-	-	-	-
		73.000	77.431	75.623	78.481	80.170
Police Training	Revenue	0.030	0.048	0.051	0.052	0.052
	Operating expenses	9.512	7.935	7.519	7.825	7.980
	Transfer to Capital	-	-	-	-	-
		9.482	7.887	7.468	7.773	7.928
Mill Rate Support/(Contribution)		**213.312**	**220.087**	**224.262**	**232.540**	**241.489**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	4.558	20.986	25.544

Crime Prevention

Includes:

- *Community Policing*
- *Street Lighting*
- *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.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

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	2015	2016	2017
Community Policing			
Number of Followers on Social Media Platforms [A]	45,572	88,998	111,000
Prevention & Intervention: Missing Person Incidents	8,894	9,776	10,990
Community Engagement: Number of Community Events Involving CEU	40	52	82
Block by Block: Number of presentations	9	25	16
Block by Block: Number of discussions	33	15	13
Block by Block: Number of system barriers identified	87	21	69
Thunderwing: Number of referrals	N/A	6	29
Number of engagement hours with Indigenous and newcomer communities	N/A	2,672	1,742
Number of meetings held with representatives of Indigenous communities	N/A	219	164
Number of Completed Diversions (adult and youth)	198	194	398
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [B]	71.6%	N/A	72.9%
Citizen Survey: WPS Confidence (% of respondents have confidence in WPS) [B]	91%	N/A	91.3%
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [B]	71.6%	N/A	72.9%
Proactive Policing			
Number of Gang Response and Suppression Plan (GRASP) Curfew Checks [A]	804	888	909
Number of Gang Sibling Interventions	N/A	31	21
Total Proactive target driven events: SPI Events	24,871	21,166	24,001
Total Proactive target driven events: Park and Walk	1,318	1,231	758
Total Proactive Policing Events	72,613	68,165	80,540
Street Lighting [C]			
Number of Street Lights, Lane Lights and Pathway Lights [D]	75,080	75,094	76,872
Number of Lighting Complaints Requiring a Lighting Upgrade	10	11	44
Number of Lighting Complaints	75	62	122

[A] Restated to correct reporting error. (*2017 Projected value, actual results not available at time of printing).

[B] Survey is conducted every 2 years.

[C] Data supplied by the Public Works Department.

[D] Includes all street and lane lighting, decorative lighting and pathway lighting.

Crime Prevention

Contributing Departments

Police	72 %
Public Works	28 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.862	1.408	1.537		1.555	1.591
Provincial funding (service specific)	2.022	2.022	0.072		0.072	0.072
Revenues	**2.884**	**3.431**	**1.610**	**1**	**1.628**	**1.664**
Salaries and benefits	30.456	30.182	31.971		33.191	33.896
Services	12.979	13.956	13.759		14.397	15.082
Materials, parts and supplies	0.599	0.524	0.578		0.573	0.574
Assets and purchases	0.066	0.051	0.056		0.068	0.067
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	1.092	1.073	1.044		1.046	1.051
Recoveries	(0.118)	(0.104)	(0.106)		(0.108)	(0.110)
Operating expenses	**45.074**	**45.682**	**47.302**		**49.167**	**50.559**
Transfer to Capital	-	-	-		-	-
Total Expenses	**45.074**	**45.682**	**47.302**	**2**	**49.167**	**50.559**
Mill Rate Support/(Contribution)	**42.190**	**42.251**	**45.692**		**47.540**	**48.895**
Full-time Equivalent Positions	**293**	**285**	**287**		**287**	**287**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Provincial funding reallocated from Crime Prevention to Police Response	(1.950)
Miscellaneous adjustments	0.129
	(1.821)

2 Expenses

Increase in salaries & benefits primarily due to collective agreement rates	1.789
Miscellaneous adjustments	(0.169)
	1.620

Full-time Equivalent Positions

Increase in 2 FTEs due to reallocation from Police Response to Crime Prevention.

Crime Prevention

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Community Policing	Revenue	1.965	2.369	0.464	0.470	0.481
	Operating expenses	27.210	26.331	27.771	28.797	29.398
	Transfer to Capital	-	-	-	-	-
		25.245	23.962	27.306	28.327	28.917
Street Lighting	Revenue	-	-	-	-	-
	Operating expenses	12.445	13.306	13.116	13.740	14.394
	Transfer to Capital	-	-	-	-	-
		12.445	13.306	13.116	13.740	14.394
Crime Prevention Initiatives	Revenue	0.919	1.061	1.146	1.158	1.183
	Operating expenses	5.419	6.045	6.415	6.630	6.766
	Transfer to Capital	-	-	-	-	-
		4.500	4.983	5.270	5.472	5.583
Mill Rate Support/(Contribution)		**42.190**	**42.251**	**45.692**	**47.540**	**48.895**

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.

Per The Police Services Act 29 (2) Council is responsible for establishing the total budget for the police service and (3) the police board is responsible for allocating the funds.

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	2015	2016	2017
General Traffic Enforcement			
Total Number of Traffic Stops	29,410	28,981	33,752
Highway Traffic Act Provincial Offence Notices Issued	43,279	43,462	45,803
Highway Traffic Act Warnings Issued	9,933	9,940	9,940
Percentage of Notices Issued	66.2%	65.7%	70.5%
Photo Enforcement			
Reduced School Zone	35,704	53,263	50,125
All Other Zones	N/A	45,530	47,196
Intersection Safety Cameras			
Speeding	29,366	35,411	34,132
Red Light	10,002	10,098	10,154
Criminal Code Driving Offences			
Persons Charged with Impaired Driving	528	479	440
Persons Charged with Other Criminal Code Driving Offences	230	259	228
Education			
Number of Joint Projects with Manitoba Public Insurance (MPI)	N/A	4	5
Number of Safe Driving Public Service Announcements [A]	N/A	1,118	1,214

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] 2016 restated to reflect changed reporting methodology.

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	20.140	19.507	20.195		19.799	19.402
Provincial funding (service specific)	-	-	-		-	-
Revenues	**20.140**	**19.507**	**20.195**	**1**	**19.799**	**19.402**
Salaries and benefits	10.270	11.600	12.859		13.338	13.619
Services	5.150	5.458	5.652		5.537	5.418
Materials, parts, and supplies	0.149	0.183	0.193		0.195	0.197
Assets and purchases	0.027	0.046	0.058		0.052	0.050
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.442	0.420	0.402		0.403	0.406
Recoveries	(0.022)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**16.016**	**17.695**	**19.152**		**19.513**	**19.679**
Transfer to Capital	-	-	-		-	-
Total Expenses	**16.016**	**17.695**	**19.152**	**2**	**19.513**	**19.679**
Mill Rate Support/(Contribution)	**(4.123)**	**(1.812)**	**(1.043)**		**(0.286)**	**0.277**
Full-time Equivalent Positions	**77**	**84**	**91**		**91**	**91**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in photo enforcement revenues	0.600
Miscellaneous adjustments	0.088
	0.688

2 Expenses

Increase in salaries and benefits primarily due to collective agreement rates and complement transfer	1.259
Miscellaneous adjustments	0.198
	1.457

Full-time Equivalent Positions

Increase of 7 FTEs in Traffic Safety & Enforcement due to reallocation of staff from Police Response for added night shift to focus on impaired and distracted driving.

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Traffic Safety-Automated	Revenue	16.242	15.600	16.200	15.800	15.400
	Operating expenses	5.469	5.743	6.086	5.976	5.857
	Transfer to Capital	-	-	-	-	-
		(10.773)	(9.857)	(10.114)	(9.824)	(9.543)
Traffic Safety-Officer	Revenue	2.367	2.307	3.995	3.999	4.002
	Operating expenses	8.854	10.318	13.066	13.537	13.822
	Transfer to Capital	-	-	-	-	-
		6.487	8.012	9.071	9.538	9.820
Traffic Safety-Division	Revenue	1.530	1.600	-	-	-
	Operating expenses	1.693	1.634	-	-	-
	Transfer to Capital	-	-	-	-	-
		0.162	0.034	-	-	-
Mill Rate Support/(Contribution)		**(4.123)**	**(1.812)**	**(1.043)**	**(0.286)**	**0.277**

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, 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	2015	2016	2017
Total Fires	1,535	1,496	1,560
Alarm - No Fire	7,962	7,742	8,282
Gas/Odor/Hazardous Materials Emergencies	862	809	934
Miscellaneous Emergencies	3,837	4,649	4,668
Rescue Emergencies	202	180	193
Fire Investigations	334	330	359
Arson Determinations [A] [B]	273	515	436

[A] Source: Winnipeg Police Service (WPS).

[B] 2016 restated, WFPS received new information from WPS.

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.121	0.623	0.657		0.657	0.657
Provincial funding (service specific)	4.583	4.027	4.027		4.027	4.027
Revenues	**4.704**	**4.650**	**4.683**	**1**	**4.683**	**4.683**
Salaries and benefits	105.733	106.484	109.682		112.882	116.276
Services	4.861	5.637	5.884		5.616	5.336
Materials, parts, and supplies	3.848	3.504	3.757		4.030	4.032
Assets and purchases	0.283	0.189	0.330		0.174	0.174
Debt and finance charges	0.831	0.864	1.506		2.801	4.091
Grants, transfers and other	1.047	1.111	0.818		1.141	1.152
Recoveries	(0.066)	(0.175)	(0.176)		(0.176)	(0.176)
Operating expenses	**116.537**	**117.614**	**121.801**		**126.467**	**130.884**
Transfer to Capital	2.184	-	-		4.690	-
Total Expenses	**118.721**	**117.614**	**121.801**	**2**	**131.157**	**130.884**
Mill Rate Support/(Contribution)	**114.017**	**112.964**	**117.118**		**126.474**	**126.201**
Full-time Equivalent Positions	**869**	**852**	**850**		**850**	**851**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.033
	0.033

2 Expenses

Increase in salaries and benefits	3.198
Increase in debt and finance charges	0.642
Miscellaneous adjustments	0.347
	4.187

Full-time Equivalent Positions

Decrease of 2 FTEs due to internal FTE allocations.

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Fire & Rescue Response	Revenue	4.703	4.650	4.683	4.683	4.683
	Operating expenses	115.553	116.684	120.843	125.469	129.853
	Transfer to Capital	2.184	-	-	4.690	-
		113.033	112.035	116.160	125.476	125.170
Fire Investigation	Revenue	0.001	-	-	-	-
	Operating expenses	0.984	0.930	0.958	0.998	1.031
	Transfer to Capital	-	-	-	-	-
		0.984	0.930	0.958	0.998	1.031
Mill Rate Support/(Contribution)		**114.017**	**112.964**	**117.118**	**126.474**	**126.201**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	14.672	18.941	33.613

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 fire and medical 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	2015	2016	2017
Fire Prevention By-Law/Fire Code Inspections [A]	9,692	10,901	10,210
Operations Inspections [B]	2,526	2,157	1,297
Permits Issued	279	269	254
Property File Searches/Plans Examined	957	959	1,019
Fire Code/By-Law Violations Cited [A]	14,638	14,050	12,408
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	545	623	611
Fire Safety House	211	205	205
Other Community Events	118	207	161
Fire Safety Lectures/Presentations	235	289	209
Medical/Injury Prevention Lectures/Presentations	50	100	174
Youth Fire Stop	53	46	13
Career Symposiums	2	13	7
Car Seat Inspections	91	247	530
Evacuation Fire Drills	117	119	100
Fire/Paramedic Station Tours	313	351	159
Public Service Announcements (Media)	22	20	5
Community Fire Prevention Partnership	182	958	309
Arson Prevention in Schools	51	79	35

[A] In 2017, the department initiated F2 inspections (Medium Hazard Industrial Occupancies) which requires more time to complete. These inspections, in addition to changes in personnel impacted the number of inspections conducted.

[B] In 2017 the Operations Inspection program was reviewed and a risk assessment conducted. It was decided to bring the frequency of Fire Inspections in line with existing standards and practices. The properties that fall under the program were not changed but the frequency of the fire inspections was reduced from annually to once every 3 years.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.521	0.867	1.108		1.131	1.131
Provincial funding (service specific)	0.050	0.050	0.050		0.050	0.050
Revenues	**0.571**	**0.917**	**1.158**	**1**	**1.181**	**1.181**
Salaries and benefits	4.990	5.422	5.463		5.608	5.831
Services	0.338	0.398	0.369		0.376	0.381
Materials, parts, and supplies	0.090	0.094	0.101		0.313	0.313
Assets and purchases	0.062	0.035	0.048		0.047	0.047
Debt and finance charges	0.001	-	-		-	-
Grants, transfers and other	0.338	0.356	0.361		0.364	0.367
Recoveries	(0.005)	(0.005)	(0.005)		(0.005)	(0.005)
Operating expenses	**5.814**	**6.300**	**6.338**		**6.702**	**6.934**
Transfer to Capital	0.002	-	-		-	-
Total Expenses	**5.816**	**6.300**	**6.338**	**2**	**6.702**	**6.934**
Mill Rate Support/(Contribution)	**5.245**	**5.383**	**5.180**		**5.521**	**5.753**
Full-time Equivalent Positions	**43**	**46**	**44**		**44**	**45**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in service revenue due to the implementation of additional inspection obligations	0.241
	0.241

2 Expenses

Increase in salaries and benefits	0.041
Miscellaneous adjustments	(0.003)
	0.038

Full-time Equivalent Positions

Decrease 2 FTEs due to internal FTE allocations.

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Fire & Injury Prev Education	Revenue	0.003	-	-	-	-
	Operating expenses	1.101	1.141	0.970	1.077	1.124
	Transfer to Capital	0.001	-	-	-	-
		1.099	1.141	0.970	1.077	1.124
Fire Inspection	Revenue	0.568	0.917	1.158	1.181	1.181
	Operating expenses	4.713	5.159	5.368	5.625	5.810
	Transfer to Capital	0.001	-	-	-	-
		4.146	4.242	4.210	4.444	4.629
Mill Rate Support/(Contribution)		**5.245**	**5.383**	**5.180**	**5.521**	**5.753**

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	2015	2016	2017
Emergency Medical Incidents	67,661	71,873	80,711
Medical Incidents with Ambulance Dispatched (Emergency)	56,252	58,810	64,426
Medical Incidents with Only Fire Dispatched (Emergency)	11,409	13,063	16,285
Scheduled Inter-facility Patient Transfers	8,155	7,298	6,406
Emergency Patient Transports	46,234	48,088	51,770
Patients Assessed or Treated at Scene (not transported)	19,670	22,002	25,716
Total Patient Contacts (excluding Community Paramedicine)	72,294	75,434	81,975
Patient Contacts per Thousand Population	100.6	102.5	109.4
Main Street Project Patient Contacts	14,062	15,089	13,948
Community Paramedicine Patient Contacts (EPIC)	1,381	1,357	1,416

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	27.656	20.880	16.357		15.310	15.467
Provincial funding (service specific)	29.579	36.219	46.179		48.843	50.048
Revenues	**57.235**	**57.099**	**62.537**	**1**	**64.153**	**65.515**
Salaries and benefits	54.841	56.970	57.968		59.715	61.332
Services	6.088	6.488	6.616		6.840	7.057
Materials, parts and supplies	2.214	1.911	2.123		2.474	2.477
Assets and purchases	0.417	0.396	0.381		0.367	0.367
Debt and finance charges	3.363	2.574	3.088		3.476	3.893
Grants, transfers and other	1.240	1.240	3.143		2.728	2.052
Recoveries	(0.819)	(1.141)	(0.943)		(0.946)	(0.946)
Operating expenses	**67.343**	**68.438**	**72.375**		**74.655**	**76.232**
Transfer to Capital	3.026	-	-		-	-
Total Expenses	**70.369**	**68.438**	**72.375**	**2**	**74.655**	**76.232**
Mill Rate Support/(Contribution)	**13.134**	**11.339**	**9.838**		**10.502**	**10.717**
Full-time Equivalent Positions	**492**	**477**	**477**		**477**	**478**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in Provincial/Shared Health funding to offset lost revenue from the ambulance fee reduction initiative and to create full cost recovery of Emergency Medical System	9.960
Decrease in ambulance revenue	(2.395)
Decrease in inter facility transfer fees	(2.352)
Miscellaneous adjustments	0.225
	5.438

2 Expenses

Shared Health capital funding	1.877
Increase in salaries and benefits	0.998
Increase in provision for bad debt	0.486
Miscellaneous adjustments	0.576
	3.937

Medical Response

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Medical Response	Revenue	48.498	48.236	54.145	55.557	56.744
	Operating expenses	59.035	59.575	63.983	66.059	67.462
	Transfer to Capital	2.598	-	-	-	-
		13.135	11.339	9.838	10.502	10.717
Medical Transfers	Revenue	8.736	8.864	8.391	8.596	8.770
	Operating expenses	8.308	8.864	8.391	8.596	8.770
	Transfer to Capital	0.428	-	-	-	-
		-	-	0.000	0.000	0.000
Mill Rate Support/(Contribution)		**13.135**	**11.339**	**9.838**	**10.502**	**10.717**

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	1.413	12.508	13.921

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	2015	2016	2017
Presentations/Consultations	40	9	21
Disaster Management Training Sessions	7	16	9
Individuals Trained	160	200	150
Exercises (internal and with stakeholders)	6	12	6
Emergency Operations Centre/Multiple Department Activation	3	5	2
Emergency Operations Centre - Days Activated	11	5	14
Number of People Evacuated / Evacuation Alert [A]	58	275	5,538
Number of People Directly Assisted [A]	58	30	2,338

[A] In the summer of 2017, the department supported the Canadian Red Cross and provided assistance with congregate facilities to shelter wildland fire evacuees from Northern Manitoba.

Disaster Preparedness and Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.576	0.682	0.845		0.878	0.901
Services	0.048	0.356	0.046		0.046	0.046
Materials, parts, and supplies	0.007	0.003	0.004		0.021	0.021
Assets and purchases	0.007	0.017	0.018		0.018	0.018
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.088	0.094	0.091		0.091	0.092
Recoveries	(0.001)	(0.001)	-		-	-
Operating expenses	**0.724**	**1.150**	**1.003**		**1.055**	**1.078**
Transfer to Capital	-	-	-		-	-
Total Expenses	**0.724**	**1.150**	**1.003**	**2**	**1.055**	**1.078**
Mill Rate Support/(Contribution)	**0.724**	**1.150**	**1.003**		**1.055**	**1.078**
Full-time Equivalent Positions	**2**	**6**	**8**		**8**	**8**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.163
Decrease in property maintenance	(0.310)
	(0.147)

Full-time Equivalent Positions

Increase of 2 FTEs for one Emergency Management Officer and one Communications Assistant.

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 safety and well-being 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	2015	2016	2017
% of Prime Time Ice Sold in the Regular Season	84%	81%	82%
Number of Recreation and Leisure Paid Courses	3,255	3,303	3,431
Number of Paid Aquatics Courses	8,386	8,320	8,333
Number of Hours of Recreation & Leisure Paid Courses [A] [B]	N/A	33,322	34,681
Participation Visits to Recreation, Leisure & Free Swim Programming [B] [C]	N/A	261,925	257,028
Number of Hours of Wading Pool Free Programming [D]	26,846	22,422	21,331
Number of Hours of Spray Pad Free Programming [E]	16,720	18,446	21,186
Facility Pass Subsidies Issued [F]	N/A Subsidies $49,433 Value	2,416 Subsidies $709,554 Value	4,288 Subsidies $1,320,592 Value
Registered Course Subsidies Issued [F]	N/A Subsidies $50,815 Value	1,041 Subsidies $80,681 Value	2,365 Subsidies $187,733 Value
Total Value of Discount Admissions and Free Swims [G]	$727,522	$772,333	$740,873
Number of Public Swim Visits to Outdoor Pools	101,706	128,087	155,967

[A] Excludes Aquatics and Leadership Development.

[B] 2016 restated to correct a reporting error.

[C] Total Free Swim, Free Public Skate, and Free Youth, Children and Adult Drop-In.

[D] In 2017, Old Ex Park did not operate and Jacob Penner Park was closed for one month.

[E] Park City West opened Jul 1, 2016 and Machray Park opened Aug 9, 2016. 2017 reflects the first full year of operation at these two new sites. Spray pads also opened one week earlier in 2017, which added to the increase in hours.

[F] Increased as a result of the promotion of the expanded Recreation & Aquatics Fee Subsidy Program (introduced in Mar 2016).

[G] Includes Loonie/Toonie Swim, 2 for 1, Free Youth Swim, and complimentary events.

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	12.821	12.942	13.362		13.301	13.309
Provincial funding (service specific)	0.500	0.500	0.500		0.500	0.500
Revenues	**13.321**	**13.442**	**13.862**	**1**	**13.801**	**13.809**
Salaries and benefits	19.785	20.759	21.672		21.992	22.311
Services	2.767	3.114	3.214		3.149	3.153
Materials, parts, and supplies	0.483	0.493	0.502		0.493	0.492
Assets and purchases	0.104	0.052	0.059		0.049	0.049
Debt and finance charges	0.319	0.465	0.658		0.931	1.131
Grants, transfers and other	27.847	28.976	29.972		32.656	36.152
Recoveries	(0.487)	(0.661)	(0.570)		(0.407)	(0.487)
Operating expenses	**50.819**	**53.199**	**55.506**		**58.863**	**62.801**
Transfer to Capital	6.168	0.609	2.070		2.856	6.096
Total Expenses	**56.986**	**53.808**	**57.576**	**2**	**61.718**	**68.897**
Mill Rate Support/(Contribution)	**43.665**	**40.366**	**43.714**		**47.918**	**55.088**
Full-time Equivalent Positions	**361**	**365**	**374**		**373**	**373**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in revenue at Transcona Aquatic Park and Seven Oaks Pool	0.416
Miscellaneous adjustments	0.004
	0.420

2 Expenses

Transfer to Capital	1.461
Increase in building services charges	1.040
Increase in salaries and benefits including increased service at Transcona Aquatic Park and Seven Oaks Pool	0.913
Increase in debt and finance charges	0.193
Increase in Universal Funding Formula grants to community centres	0.171
Grant for Spence Neighbourhood Association	0.060
Miscellaneous adjustments	(0.070)
	3.768

Full-time Equivalent Positions

Increase of 11 FTEs to support service levels at Transcona Aquatic Park and Seven Oaks Pool offset by a decrease of 2 FTEs due to refinement of service based view.

Recreation

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Arenas	Revenue	2.575	2.630	2.657	2.657	2.657
	Operating expenses	4.330	4.571	4.865	5.046	5.155
	Transfer to Capital	0.109	-	0.012	0.233	0.011
		1.865	1.941	2.219	2.622	2.509
Aquatics Programs	Revenue	3.142	3.996	3.997	4.012	4.012
	Operating expenses	10.588	11.200	11.964	12.304	12.489
	Transfer to Capital	1.669	-	0.406	0.606	1.339
		9.115	7.204	8.372	8.898	9.816
Ice Skating	Revenue	0.443	0.381	0.428	0.428	0.428
	Operating expenses	0.929	0.929	0.961	0.991	1.007
	Transfer to Capital	0.001	-	0.003	-	0.003
		0.487	0.548	0.536	0.563	0.583
Recreation Programs	Revenue	1.607	1.683	1.637	1.637	1.637
	Operating expenses	7.320	8.289	8.252	8.470	8.606
	Transfer to Capital	1.095	0.304	0.650	0.439	1.435
		6.807	6.911	7.264	7.272	8.404
Casual Facility Use	Revenue	5.322	4.530	4.921	4.844	4.853
	Operating expenses	18.223	18.692	19.478	21.747	25.019
	Transfer to Capital	2.931	0.304	0.998	1.211	2.875
		15.831	14.467	15.555	18.114	23.041
Community Centres	Revenue	0.232	0.222	0.222	0.222	0.222
	Operating expenses	9.429	9.517	9.988	10.305	10.525
	Transfer to Capital	0.362	-	0.002	0.366	0.433
		9.559	9.295	9.768	10.449	10.736
Mill Rate Support/(Contribution)		**43.665**	**40.366**	**43.714**	**47.918**	**55.088**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	17.099	60.784	77.883

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); Emerald Ash Borer Management; 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	2015	2016	2017
Total hectares of parks and open spaces [A]	3,555	3,587	3,610
Hectares of park, boulevard and athletic field turf mowing [A]	2,279	2,338	2,325
Park pathways/walkways maintained (linear km) [A]	254	266	280
Number of environmental program participants	5,064	4,522	5,427
Number of ecologically significant natural areas	462	467	476
Number of athletic fields in Parks and Open Spaces [A]	646	661	665
Number of boulevard and park trees [B]	305,257	304,278	304,530
Number of trees planted [B]	2,009	2,757	2,448
Number of DED trees and non-DED trees removed [B]	4,849/2,165	6,123/3,296	6,575/2,093
Number of trees pruned [B]	17,715	13,723	11,154
Number of playground equipment sites inspected and maintained [A]	505	505	499
Number of 311 Service Requests [C]	14,276	14,964	14,650

[A] Source: 2016 and 2017 Parks and Open Spaces Asset Management (audited data). Inventory excludes Assiniboine Park.

[B] Source: 2016 and 2017 Urban Forestry Tree Inventory.

[C] Source: 311 2017 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.831	0.678	1.194		0.694	0.705
Provincial funding (service specific)	1.000	1.005	1.005		1.005	1.005
Revenue	**1.831**	**1.683**	**2.199**	**1**	**1.699**	**1.710**
Salaries and benefits	21.336	20.500	20.887		21.335	21.564
Services	11.117	11.135	11.207		11.200	11.253
Materials, parts, and supplies	3.031	2.816	3.090		3.102	3.119
Assets and purchases	0.058	0.034	0.034		0.034	0.034
Debt and finance charges	0.049	0.061	0.071		0.066	0.066
Grants, transfers and other	3.701	3.703	3.708		3.725	3.726
Recoveries	(3.867)	(2.334)	(2.267)		(2.277)	(2.281)
Operating expenses	**35.425**	**35.917**	**36.729**		**37.185**	**37.482**
Transfer to Capital	3.460	0.000	0.656		8.137	9.932
Total Expenses	**38.885**	**35.917**	**37.386**	**2**	**45.322**	**47.414**
Mill Rate Support/(Contribution)	**37.054**	**34.234**	**35.187**		**43.622**	**45.704**
Full-time Equivalent Positions	**342**	**308**	**307**		**307**	**307**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Transfer from Multi-family Dwelling Tax Investment Reserve	0.510
Miscellaneous adjustments	0.006
	0.516

2 Expenses

Transfer to Capital	0.656
Increase in salaries and benefits	0.387
Increase in fleet equipment and fleet-related accounts	0.397
Miscellaneous adjustments	0.029
	1.469

Full-time Equivalent Positions

Decrease due to refinement of service based view.

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Park Grass Maintenance	Revenue	0.037	0.021	0.021	0.021	0.021
	Operating expenses	7.907	7.934	8.120	8.216	8.281
	Transfer to Capital	-	-	-	-	-
		7.870	7.913	8.099	8.196	8.260
Park Amenity Maintenance	Revenue	0.312	0.042	0.042	0.043	0.043
	Operating expenses	4.662	3.879	3.965	4.012	4.044
	Transfer to Capital	1.001	-	0.085	2.250	4.333
		5.350	3.837	4.008	6.219	8.334
Athletic Field Maintenance	Revenue	0.276	0.421	0.424	0.432	0.440
	Operating expenses	2.268	3.057	3.117	3.153	3.174
	Transfer to Capital	0.071	-	-	0.192	0.349
		2.063	2.636	2.693	2.913	3.083
Park Pathway Maintenance	Revenue	0.002	0.001	0.001	0.001	0.001
	Operating expenses	0.251	0.285	0.294	0.298	0.300
	Transfer to Capital	0.053	-	-	-	-
		0.302	0.284	0.292	0.296	0.299
Park Planning/Development	Revenue	0.022	0.020	0.531	0.021	0.021
	Operating expenses	2.762	2.603	2.647	2.703	2.733
	Transfer to Capital	0.848	-	0.188	0.902	1.915
		3.589	2.583	2.304	3.583	4.627
Tree Planting	Revenue	0.004	0.002	0.002	0.002	0.002
	Operating expenses	1.800	1.668	1.706	1.721	1.732
	Transfer to Capital	0.271	-	0.383	0.384	0.384
		2.066	1.666	2.086	2.103	2.114
Tree Pruning & Removal	Revenue	0.026	0.015	0.015	0.015	0.015
	Operating expenses	3.607	4.442	4.544	4.587	4.620
	Transfer to Capital	0.230	-	-	1.380	0.650
		3.811	4.427	4.529	5.952	5.255
Dutch Elm Disease Control	Revenue	1.020	1.011	1.011	1.011	1.011
	Operating expenses	5.570	5.402	5.516	5.591	5.642
	Transfer to Capital	0.230	-	-	1.380	0.650
		4.780	4.391	4.505	5.959	5.281
Weed Control	Revenue	0.082	0.092	0.094	0.095	0.097
	Operating expenses	0.842	0.931	0.954	0.962	0.968
	Transfer to Capital	-	-	-	-	-
		0.760	0.839	0.860	0.867	0.871
Natural Areas Management	Revenue	0.021	0.042	0.042	0.042	0.042
	Operating expenses	0.787	0.925	0.956	0.981	0.990
	Transfer to Capital	-	-	-	-	-
		0.766	0.884	0.914	0.939	0.949
Playground Management	Revenue	0.006	0.004	0.004	0.004	0.004
	Operating expenses	0.682	0.784	0.806	0.816	0.823
	Transfer to Capital	0.757	-	-	1.649	1.651
		1.432	0.780	0.803	2.462	2.470

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Winter Amenity Maintenance	Revenue	0.008	0.005	0.005	0.005	0.005
	Operating expenses	1.151	1.273	1.308	1.324	1.335
	Transfer to Capital	-	-	-	-	-
		1.143	1.268	1.303	1.319	1.330
Boulevard Maintenance	Revenue	0.014	0.008	0.008	0.008	0.008
	Operating expenses	3.135	2.734	2.796	2.822	2.841
	Transfer to Capital	-	-	-	-	-
		3.121	2.726	2.788	2.814	2.833
Mill Rate Support/(Contribution)		**37.054**	**34.234**	**35.187**	**43.622**	**45.704**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Land Dedication Reserve	10.310	8.763	9.509	10.040	10.576

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	8.945	48.786	57.731

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).
- 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	2015	2016	2017
No. of Service Requests	14,384	13,963	12,703
No. of Service Requests per By-Law Officer	633	616	652
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits [A]	29,752	30,769	24,715
No. of Vacant Buildings as at January 1	358	467	536
No. of Vacant Buildings Added to the List During the Year	289	301	235
No. of Vacant Buildings Removed from the List During the Year	180	232	235
No. of Vacant Buildings as at December 31	467	536	536
No. of Compliance Orders Issued [A]	6,158	6,081	4,955
No. of Common Offence Notices Served (Tickets)	329	284	290
No. of Property Clean-Ups Conducted by the Public Service	349	386	540
No. of Business Types Regulated [B]	27	15	15
No. of Business Licenses Issued [C]	1,186	893	918
No. of Crisis Response/Resource Connection/Information Referrals Responded to [D]	403	401	246
No. of Emergencies Responded/No. of Individuals Impacted	8 / 58	10 / 401	14 / 538

[A] In 2017, the Seasonal Support Unit operated for a shorter period of time and with a smaller complement of inspectors in the field. As a result, both the number of inspections and number of orders issued decreased.

[B] 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.

[C] The number of business licenses issued does not include taxi cab licenses (now reported under Winnipeg Parking Authority). The number of licenses issued decreased between 2015 and 2016 as a result of the conclusion of Public Health-related licensing activities on March 31st, 2015.

[D] Decreased in 2017 due to a vacancy in one of the Community Crisis Response positions (approx. 5 months).

Community Liveability

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	1.064	1.000	1.035		1.038	1.041
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.064**	**1.000**	**1.035**	**1**	**1.038**	**1.041**
Salaries and benefits	2.985	3.265	3.407		3.517	3.574
Services	0.605	0.600	0.674		0.674	0.674
Materials, parts, and supplies	0.041	0.078	0.069		0.069	0.069
Assets and purchases	0.007	0.020	0.016		0.015	0.015
Debt and finance charges	0.011	0.017	0.017		0.019	0.020
Grants, transfers and other	1.153	1.154	1.155		1.027	1.027
Recoveries	(0.328)	(0.196)	(0.258)		(0.259)	(0.259)
Operating expenses	**4.474**	**4.939**	**5.079**		**5.063**	**5.121**
Transfer to Capital	-	-	-		-	-
Total Expenses	**4.474**	**4.939**	**5.079**	**2**	**5.063**	**5.121**
Mill Rate Support/(Contribution)	**3.410**	**3.939**	**4.044**		**4.025**	**4.080**
Full-time Equivalent Positions	**41**	**42**	**44**		**44**	**44**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in regulation fee revenue	0.035
	0.035

2 Expenses

Increase in salaries and benefits	0.142
Miscellaneous adjustments	(0.002)
	0.140

Full-time Equivalent Positions

Increase of 1 FTE for an additional By-Law Enforcement Officer for the Council approved Vacant Building program and 1 FTE for additional temporary By-Law Support Workers for the seasonal vegetation control program.

Community Liveability

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Community By-law Enforcement	Revenue	0.957	0.918	0.952	0.956	0.958
	Operating expenses	3.384	3.782	3.884	4.005	4.058
	Transfer to Capital	-	-	-	-	-
		2.427	2.863	2.931	3.050	3.099
Bicycle Recovery	Revenue	0.107	0.082	0.082	0.082	0.082
	Operating expenses	0.173	0.194	0.210	0.212	0.213
	Transfer to Capital	-	-	-	-	-
		0.066	0.112	0.128	0.129	0.130
Citizen Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.143	0.189	0.222	0.230	0.233
	Transfer to Capital	-	-	-	-	-
		0.143	0.189	0.222	0.230	0.233
Social Grants	Revenue	-	-	-	-	-
	Operating expenses	0.774	0.775	0.763	0.616	0.617
	Transfer to Capital	-	-	-	-	-
		0.774	0.775	0.763	0.616	0.617
Mill Rate Support/(Contribution)		**3.410**	**3.939**	**4.044**	**4.025**	**4.080**

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	2015	2016	2017
Number of Items Circulated	5,242,048	5,121,266	4,888,125
Number of Information Questions Answered	182,270	176,058	163,957
Number of Library Material Holdings	1,433,135	1,221,832	1,262,438
Number of Library Programs	4,320	4,266	3,808
Number of Attendees at Programs	98,035	106,221	100,650
Number of Computer Bookings	464,571	438,244	368,544
Number of Visits to Library Website [A]	13,020,253	14,422,306	11,628,048
Number of Annual In-person Visits	2,958,826	2,990,003	2,969,413

NOTE: In 2017 temporary closure due to the refurbishment of St. Vital and St. John's libraries resulted in decreases for many of the service level statistics.

[A] In 2017, the number of visits to the library website decreased due to changes in how library web catalogue visits are recorded.

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.852	0.918	0.918		0.918	0.918
Provincial funding (service specific)	2.051	2.054	2.054		2.054	2.054
Revenues	**2.903**	**2.972**	**2.972**	**1**	**2.972**	**2.972**
Salaries and benefits	16.251	16.820	17.419		18.023	18.207
Services	1.108	1.165	1.165		1.175	1.171
Materials, parts, and supplies	0.316	0.295	0.300		0.301	0.300
Assets and purchases	3.202	3.155	3.157		3.156	3.156
Debt and finance charges	1.344	1.303	1.162		1.304	1.504
Grants, transfers and other	8.217	8.909	8.754		8.860	8.908
Recoveries	(0.348)	(0.057)	(0.160)		(0.342)	(0.274)
Operating expenses	**30.090**	**31.590**	**31.795**		**32.477**	**32.971**
Transfer to Capital	0.662	-	0.530		0.430	0.993
Total Expenses	**30.752**	**31.590**	**32.325**	**2**	**32.907**	**33.964**
Mill Rate Support/(Contribution)	**27.849**	**28.618**	**29.353**		**29.935**	**30.993**
Full-time Equivalent Positions	**270**	**276**	**277**		**279**	**278**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.599
Transfer to Capital	0.530
Decrease in debt and finance charges	(0.141)
Decrease in facility costs	(0.112)
Miscellaneous adjustments	(0.141)
	0.735

Full-time Equivalent Positions

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

Libraries

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Library Circulation	Revenue	1.772	1.783	1.783	1.783	1.783
	Operating expenses	17.333	18.473	18.723	19.133	19.432
	Transfer to Capital	0.225	-	0.180	0.146	0.338
		15.787	16.690	17.120	17.496	17.987
Library Information	Revenue	0.702	0.743	0.743	0.743	0.743
	Operating expenses	8.359	8.685	8.655	8.837	8.965
	Transfer to Capital	0.218	-	0.175	0.142	0.328
		7.875	7.942	8.087	8.236	8.550
Children's Library	Revenue	0.428	0.446	0.446	0.446	0.446
	Operating expenses	4.397	4.432	4.418	4.507	4.574
	Transfer to Capital	0.218	-	0.175	0.142	0.328
		4.187	3.986	4.147	4.203	4.456
Mill Rate Support/(Contribution)		**27.849**	**28.618**	**29.353**	**29.935**	**30.993**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	4.665	14.465	19.130

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	2015	2016	2017
Film, Culture, and Special Events			
Visitors Attending Festivals [A]	1,196,895	1,224,587	1,231,336
Visitors Attending Cultural Events [A]	2,996,374	2,903,788	2,956,557
Manitoba Value in Film Industry [B]	$101 million	$127 million	$139 million
Special Events Held in Winnipeg	389	357	393
Number of Full Length Feature Films Filmed in Winnipeg	10	50	67

[A} Source: Winnipeg Arts Council

[B] Source: Manitoba Film & Sound

Arts, Entertainment and Culture

Contributing Departments

Community Services	65 %
City Clerks	30 %
Museums	3 %
CAO Office	2 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	-	-	-		-	-
Provincial funding (service specific)	-	-	-		-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**
Salaries and benefits	0.482	0.471	0.477		0.490	0.497
Services	0.045	0.036	0.037		0.037	0.037
Materials, parts and supplies	0.015	0.006	0.005		0.005	0.005
Assets and purchases	0.003	-	-		-	-
Debt and finance charges	1.682	2.264	3.118		3.185	3.264
Grants, transfers and other	18.075	18.611	18.335		18.776	18.394
Recoveries	(0.023)	(0.001)	(0.001)		(0.001)	(0.001)
Operating expenses	**20.280**	**21.387**	**21.971**		**22.491**	**22.195**
Transfer to Capital	0.978	-	-		0.400	1.175
Total Expenses	**21.258**	**21.387**	**21.971**	**2**	**22.891**	**23.370**
Mill Rate Support/(Contribution)	**21.258**	**21.387**	**21.971**		**22.891**	**23.370**
Full-time Equivalent Positions	**7**	**6**	**6**		**6**	**6**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in debt and finance charges	0.854
Increase in operating grant for Assiniboine Park Conservancy (2018 - $10,876,000; 2019 - $11,078,000)	0.202
Non-recurring grant to Louis Riel School Division - College Jeanne Sauve in 2018	(0.500)
Miscellaneous adjustments	0.028
	0.584

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-
	Operating expenses	6.301	6.778	6.565	6.565	5.565
	Transfer to Capital	-	-	-	-	-
		6.301	6.778	6.565	6.565	5.565
Arts, Ent & Culture Events	Revenue	-	-	-	-	-
	Operating expenses	0.405	0.415	0.421	0.431	0.436
	Transfer to Capital	-	-	-	-	-
		0.405	0.415	0.421	0.431	0.436
Museums	Revenue	-	-	-	-	-
	Operating expenses	1.031	1.031	0.765	0.765	0.765
	Transfer to Capital	-	-	-	-	-
		1.031	1.031	0.765	0.765	0.765
Assiniboine Park Conservancy	Revenue	0.000	-	-	-	-
	Operating expenses	12.544	13.164	14.220	14.730	15.429
	Transfer to Capital	0.978	-	-	0.400	1.175
		13.522	13.164	14.220	15.130	16.604
Mill Rate Support/(Contribution)		**21.258**	**21.387**	**21.971**	**22.891**	**23.370**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	9.851	12.500	22.351

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 mosquito-borne disease control.
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 tree pest caterpillars, Elm Bark Beetle and Emerald Ash Borer.
4. Evaluate new control products 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	2015	2016	2017
No. of hectares larvicided with biorational insecticides [A] [B]	29,118	29,263	11,464
No. of hectares larvicided by aircraft	19,894	20,692	7,950
No. of hectares larvicided by ground-based operations	9,224	8,571	3,514
No. of hours committed to larval mosquito surveillance	32,500	30,297	27,026
No. of hectares fogged for adult nuisance mosquito control [B]	51,543	46,160	0
No. of trap nights for adult mosquito surveillance [C]	5,624	5,513	5,661
No. of boulevard and parkland trees treated for defoliator insects	15,138	32,398	44,585
No. of parkland trees treated for the control of Elm Bark beetle	54,821	89,168	82,325
No. of stumps treated for the control of Elm Bark beetle	3,768	15,681	5,277
No. of 311 inquiries [B]	5,535	6,221	2,751
No. of website visits [B]	350,941	338,853	158,333

[A] 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.

[B] Drier than normal conditions resulted in less mosquito control activities in 2017.

[C] 2016 value has been restated.

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	1.233	1.007	2.007		0.007	0.007
Provincial funding (service specific)	2.316	2.300	2.300		2.300	2.300
Revenues	**3.548**	**3.307**	**4.307**	**1**	**2.307**	**2.307**
Salaries and benefits	4.378	4.297	4.400		4.486	4.529
Services	1.590	3.250	3.251		3.251	3.252
Materials, parts, and supplies	1.625	2.637	2.690		2.695	2.699
Assets and purchases	0.031	0.131	0.131		0.131	0.131
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	2.116	0.119	0.119		0.119	0.119
Recoveries	(0.756)	(0.144)	(0.144)		(0.144)	(0.144)
Operating expenses	**8.983**	**10.290**	**10.446**		**10.537**	**10.586**
Transfer to Capital	-	-	-		-	-
Total Expenses	**8.983**	**10.290**	**10.446**	**2**	**10.537**	**10.586**
Mill Rate Support/(Contribution)	**5.435**	**6.983**	**6.140**		**8.231**	**8.279**
Full-time Equivalent Positions	**69**	**67**	**67**		**67**	**67**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in transfer from Insect Control Reserve	1.000
	1.000

2 Expenses

Increase in aircraft hire	0.130
Increase in salaries and benefits	0.103
Decrease in fleet equipment and fleet related accounts	(0.077)
	0.156

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Insect Control Reserve	3.000	3.000	1.016	1.024	1.032

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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	2015	2016	2017
Number of requests for service	10,606	11,974	12,755
Number of dogs impounded	995	973	987
Number of dogs adopted	292	256	239
Number of dogs returned to owners by the Animal Services Agency	585	621	646
Number of licensed pets reunited with their owner by 311 [A]	592	584	670
Number of dogs sent to rescues	88	65	65
Number of dogs euthanized	41	28	31
Number of biting dog complaints	260	246	236
Number of biting dogs quarantined	63	77	60
Number of dogs running at large complaints	1,965	2,420	2,402
Number of cats running at large complaints	484	538	680
Number of current dog licenses	48,671	54,582	51,665
Number of current cat licenses	22,898	28,901	27,026
Number of by-law charges laid	1,206	1,095	1,045
Live release rates [B]	96%	97%	97%

[A] 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.

[B] 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	2.706	2.463	2.505		2.552	2.556
Grant from the City	1.320	1.295	0.771		1.271	1.271
Provincial funding (service specific)	0.028	0.028	0.028		0.028	0.028
Revenues	**4.053**	**3.786**	**3.304**	**1**	**3.851**	**3.855**
Salaries and benefits	1.591	1.829	1.913		1.973	2.006
Services	0.435	0.658	0.461		0.439	0.411
Materials, parts and supplies	0.129	0.154	0.127		0.127	0.127
Assets and purchases	0.019	0.009	0.009		0.009	0.009
Debt and finance charges	0.067	0.073	0.057		0.057	0.057
Grants, transfers and other	1.376	1.082	1.247		1.247	1.247
Recoveries	(0.001)	-	-		-	-
Expenses	**3.616**	**3.805**	**3.814**	**2**	**3.853**	**3.858**
Surplus/(Deficit)	**0.436**	**(0.019)**	**(0.510)**		**(0.002)**	**(0.003)**
Full-time Equivalent Positons	**26**	**27**	**27**		**27**	**27**

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 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in transfer from the General Revenue Fund	(0.524)
Increase in dog license revenue	0.047
Miscellaneous adjustments	(0.005)
	(0.482)

2 Expenses

Increase in salaries and benefits	0.084
Decrease in postage	(0.020)
Miscellaneous adjustments	(0.055)
	0.009

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	2015	2016	2017
Number of vehicle and equipment units managed	2,269	2,224	2,199
Number of vehicle and equipment bid opportunities completed	62	67	64
Number of vehicle and equipment units acquired [A]	180	182	265
Number of insurance and license registrations completed	1,889	1,900	1,835
Number of service repairs, by work order lines completed	36,409	35,536	33,779
Number of service labour hours completed	72,897	71,361	65,735
Number of parts transactions	39,991	41,528	35,631
Number of fuel fill-up transactions and odometer readings verified	119,988	116,618	115,955
Litres of unleaded gasoline, clear diesel, and marked diesel provided [A] [B]	7,981,212	7,880,797	7,770,068
Number of vehicle and equipment motor pool rental days provided	88,850	103,518	108,489
Number of vehicle and equipment units disposed	228	188	234

[A] 2016 restated to correct a reporting error.

[B] 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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	45.461	48.848	48.692		49.612	50.140
Provincial funding (service specific)	0.172	0.172	0.172		0.172	0.172
Revenues	**45.634**	**49.020**	**48.865**	**1**	**49.784**	**50.313**
Salaries and benefits	10.052	11.165	11.043		11.337	11.471
Services	9.481	9.183	8.945		8.906	9.084
Materials, parts, and supplies	9.575	10.845	10.341		10.540	10.741
Assets and purchases	0.165	0.175	0.174		0.177	0.181
Debt and finance charges	15.055	16.192	16.789		16.801	16.953
Grants, transfers and other	1.386	1.493	1.500		1.507	1.514
Recoveries	(0.074)	-	-		-	-
Expenses	**45.640**	**49.052**	**48.792**	**2**	**49.269**	**49.945**
Surplus/(Deficit)	**(0.006)**	**(0.032)**	**0.072**		**0.515**	**0.368**
Full-time Equivalent Positions	**122**	**131**	**129**		**129**	**129**

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 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in fuel sales	0.128
Increase in fleet leases	0.048
Decrease in services and parts revenue	(0.183)
Miscellaneous adjustments	(0.148)
	(0.155)

2 Expenses

Increase in debt and finance charges, includes amortization	0.597
Increase in fuel	0.117
Decrease in parts	(0.444)
Decrease in services	(0.238)
Decrease in other supplies	(0.174)
Decrease in salaries and benefits	(0.122)
Miscellaneous adjustments	0.004
	(0.260)

Full-time Equivalent Positions

Decrease due to reduction of 1 Quality Improvement Analyst and 1 FTE due to refinement of service based view.

Winnipeg Fleet Management Agency (SOA)

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	23.313	83.595	106.908

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	2015	2016	2017
Kildonan (39.49 hectares)			
Days Open	198	189	186
Total Rounds	27,740	26,184	24,034
Windsor (46.13 hectares)			
Days Open	191	181	166
Total Rounds	23,570	21,305	20,638
Crescent Drive (15.39 hectares)			
Days Open	177	174	158
Total Rounds	16,353	15,029	13,872
Harbour View (12.8 hectares)			
Days Open	199	189	187
Total Rounds	11,000	11,251	10,262

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 $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	2.466	2.420	2.258		2.347	2.420
Grant from the City	0.462	0.730	0.730		1.730	0.730
Provincial funding (service specific)	0.025	0.025	0.025		0.025	0.025
Revenues	**2.953**	**3.175**	**3.013**	**1**	**4.102**	**3.175**
Salaries and benefits	1.285	1.530	1.517		1.553	1.576
Services	0.831	0.718	0.716		0.766	0.820
Materials, parts and supplies	0.257	0.219	0.272		0.272	0.278
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.302	0.287	0.309		0.308	0.311
Grants, transfers and other	0.028	0.041	0.029		0.029	0.030
Recoveries	-	-	-		-	-
Operating expenses	**2.703**	**2.795**	**2.843**		**2.928**	**3.014**
Transfer to Capital	-	-	-		1.000	-
Total Expenses	**2.703**	**2.795**	**2.843**	**2**	**3.928**	**3.014**
Surplus/(Deficit)	**0.251**	**0.380**	**0.170**		**0.173**	**0.160**
Full-time Equivalent Positions	**20**	**24**	**24**		**24**	**24**

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

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in service revenue	(0.162)
	(0.162)

2 Expenses

Increase in materials, parts and supplies	0.053
Miscellaneous adjustments	(0.005)
	0.048

Golf Services (SOA)

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)		1.000	1.000

Winnipeg Parking Authority (SOA)

Includes:

- *Parking Facilities*
- *On-Street Parking Enforcement*
- *On-Street Parking*
- *Vehicles for Hire*
- *MBEA non-parking*

Description

The Parking Authority provides management for city-owned on- and off-street parking. It provides leadership to local parking service providers and provides input from a parking services perspective in support of public policy objectives.

The Parking Authority currently manages and administratively supports the Screening and Adjudication process for all Municipal By-law offences which are under the jurisdiction of the Municipal By-law Enforcement Act (MBEA) and Provincial Offences Act.

The Parking Authority also currently provides regulatory and licensing oversight of the Vehicle for Hire industry in the City of Winnipeg including taxis, limousines and personal transportation providers, with an emphasis on safety and accessibility.

Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking in order to manage occupancy levels as appropriate.
2. Ensure the impartiality and transparency of the screening and adjudication process under the Municipal By-law Enforcement Act.
3. Manage the regulatory oversight of the Vehicle for Hire industry to ensure safety and accessibility for all citizens.
4. Improve the quality of service offered to customers in all lines of service.
5. Maintain engagement with key stakeholder groups.
6. Optimize the use of agency resources in order to balance cost efficiencies and high levels of customer service.

Service Level Statistics

Description	2015	2016	2017
Number of Pay Stations on Street [A]	624	580	572
Number of Pay Stations in City Lots	12	12	12
Number of Parking and Non-Moving Violations Issued [B]	158,946	125,077	162,674
Number of High Demand On-Street Spaces	1,318	1,307	1,319
Number of Low Demand On-Street Spaces	2,498	2,505	2,571
Number of Taxi Cab Licenses Issued [C]	798	781	773

[A] 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.

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

[C] Previously reported under Community Liveability. Regulatory and licensing oversight assumed on March 1, 2018.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service Revenue	18.966	22.121	26.074		26.912	27.084
Provincial funding (service specific)	0.055	0.055	0.055		0.055	0.056
Revenues	**19.021**	**22.176**	**26.129**	**1**	**26.967**	**27.140**
Salaries and benefits	3.350	3.902	4.774		4.888	4.987
Services	6.106	7.900	7.559		8.003	8.132
Materials, parts, and supplies	0.830	1.389	1.536		1.598	1.882
Assets and purchases	(0.050)	0.076	0.108		0.094	0.096
Debt and finance charges	2.244	2.168	2.335		2.246	2.248
Grants, transfers and other	1.703	13.155	17.537		9.296	9.336
Recoveries	(0.026)	(0.003)	(0.003)		(0.003)	(0.003)
Expenses	**14.158**	**28.587**	**33.847**	**2**	**26.123**	**26.679**
Surplus/(Deficit)	**4.864**	**(6.411)**	**(7.718)**		**0.845**	**0.461**
Full-time Equivalent Positions	**43**	**52**	**61**		**61**	**61**

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 2019 Change from 2018

(in millions of $)

1 Revenues

Increase in Vehicle for Hire revenue	1.519
Increase in enforcement revenue	1.500
Increase in non-parking Municipal By-law Enforcement Act (MBEA) fines	0.554
Increase in parking permits and meter fee revenue	0.365
Miscellaneous adjustments	0.015
	3.953

2 Expenses

Increase in transfer to the General Revenue Fund	4.992
Transfer to the Land Operating Reserve (from net of proceeds of the sale of the Longboat Development)	4.405
Increase in expenses due to Vehicles for Hire	1.049
Increase in grants in-kind	0.260
Increase in debt and finance charges, includes amortization	0.167
Increase in transfers for accommodations charges, campus human resource services and 311	0.148
Non-recurring transfer to Land Operating Reserve in 2018	(5.000)
Non-recurring transfer	(0.595)
Decrease in non-professional expenses and consultant costs	(0.185)
Miscellaneous adjustments	0.019
	5.260

Winnipeg Parking Authority (SOA)

Full-time Equivalent Positions

Increase of 9 FTEs due to introduction of new service, Vehicles for Hire.

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Parking Facilities	Revenue	3.589	3.188	3.566	3.722	3.794
	Operating expenses	2.965	8.510	9.642	6.060	6.309
		0.623	(5.322)	(6.076)	(2.337)	(2.515)
On Street Parking Enfrcmt	Revenue	8.377	8.298	9.803	10.215	10.324
	Operating expenses	6.408	11.151	12.251	10.407	10.540
		1.969	(2.853)	(2.448)	(0.193)	(0.216)
On-Street Parking	Revenue	7.037	10.691	10.687	10.957	10.924
	Operating expenses	4.775	8.926	9.875	7.573	7.722
		2.262	1.764	0.812	3.384	3.203
Vehicles for Hire	Revenue	0.019	-	1.519	1.519	1.537
	Operating expenses	0.007	-	1.519	1.519	1.537
		0.011	-	-	-	-
MBEA non-parking	Revenue	-	-	0.554	0.554	0.560
	Operating expenses	0.002	-	0.560	0.563	0.571
		(0.002)	-	(0.006)	(0.009)	(0.011)
Surplus / (Deficit)		**4.864**	**(6.411)**	**(7.718)**	**0.845**	**0.461**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.121	0.851	0.972

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Organizational Support Services

Includes:

- *Chief Administrative Offices*
- *Communications*
- *Financial Management*
- *Human Resource Management*
- *Information Technology Management*
- *Innovation*
- *Infrastructure Planning*
- *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	2015	2016	2017
Tax Supported Operating Budget	$994 million	$1.055 billion	$1.079 billion
Utility Operating Budget (expenditures) [A]	$534 million	$573 million	$582 million
Special Operating Agencies Operating Budget (expenditures)	$75 million	$74 million	$73 million
Capital Budget	$561 million	$1.178 billion	$433 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	54.2%	53.2%	53.1%
Average Annual Headcount	10,253	10,426	10,444
Average Age of City Employees / Average Years of Service	41.8 / 12.0	41.7 / 11.6	41.88 / 11.6
Number of Workers Compensation Claims	1,087	1,203	1,343
Number of News Releases	387	414	443
Translation - Words Translated	193,216	262,996	486,371
Media Calls	2,006	2,084	2,226
Pieces of Mail Processed	3.5 million	3.1 million	3.3 million
IS Service Requests Managed	23,476	29,596	30,023
By-laws Passed	114	81	67
By-law Court Guilty Pleas and Convictions	1,286	1,210	2,085

[A] 2016 and 2017 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately $32.0 million and $35.6 million, respectively.

Organizational Support Services

Contributing Departments

Innovation, Transformation & Technology	52 %
Other	18 %
Corporate Finance	17 %
Human Resources Department	13 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	1.560	0.936	0.758		0.758	0.758
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.560**	**0.936**	**0.758**	**1**	**0.758**	**0.758**
Salaries and benefits	34.435	36.271	38.618		40.984	41.792
Services	4.186	4.627	4.850		4.989	5.170
Materials, parts and supplies	3.348	3.900	4.608		5.101	5.435
Assets and purchases	0.644	0.531	0.672		0.674	0.681
Debt and finance charges	0.205	1.584	2.976		5.179	6.294
Grants, transfers and other	3.829	3.217	3.784		3.983	3.797
Recoveries	(8.079)	(6.857)	(7.187)		(7.285)	(7.353)
Operating expenses	**38.570**	**43.273**	**48.321**		**53.626**	**55.817**
Transfer to Capital	3.245	-	-		2.735	8.365
Total Expenses	**41.815**	**43.273**	**48.321**	**2**	**56.361**	**64.182**
Mill Rate Support/(Contribution)	**40.255**	**42.336**	**47.562**		**55.602**	**63.424**
Full-time Equivalent Positions	**366**	**369**	**378**		**389**	**392**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Decrease in Bylaw fines. Collection responsibility transferred from Legal Services to Winnipeg Parking Authority	(0.100)
Miscellaneous adjustments	(0.078)
	(0.178)

2 Expenses

Net increase in salaries and benefits primarily due to additional FTEs for Innovation, Transformation and Technology as well as negotiated contract increases	2.347
Increase in debt and finance charges	1.392
Increase in software, hardware, and other equipment servicing	0.880
Increase in transfer to Computer, Critical Systems and Support Systems Reserve	0.573
Miscellaneous adjustments	(0.144)
	5.048

Full-time Equivalent Positions

Increase of 9 FTEs primarily due to addition of 12 FTEs in the Innovation, Transformation & Technology department, transfer of 2 FTEs from Planning, Property and Development department to the CAO's Office (Office of Sustainability), transfer of 1 FTE from 311 into Human Resources department, and reduction of positions in Human Resources and Corporate Finance departments resulting in a decrease of 6 FTEs.

Organizational Support Services

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Chief Administrative Offices	Revenue	-	-	-	-	-
	Operating expenses	1.874	2.167	2.000	2.065	2.095
	Transfer to Capital	-	-	-	-	-
		1.874	2.167	2.000	2.065	2.095
Communications	Revenue	-	-	-	-	-
	Operating expenses	1.662	1.695	1.849	1.927	1.954
	Transfer to Capital	-	-	-	-	-
		1.662	1.695	1.849	1.927	1.954
Financial Management	Revenue	0.708	0.138	0.138	0.138	0.138
	Operating expenses	7.290	8.250	8.342	8.537	8.663
	Transfer to Capital	-	-	-	-	-
		6.582	8.112	8.204	8.399	8.525
Human Resource Management	Revenue	-	-	-	-	-
	Operating expenses	5.897	6.266	6.055	6.125	6.191
	Transfer to Capital	-	-	-	-	-
		5.897	6.266	6.055	6.125	6.191
Info Technology Management	Revenue	0.146	0.146	0.146	0.146	0.146
	Operating expenses	16.048	18.028	21.120	25.021	26.684
	Transfer to Capital	3.245	-	-	-	-
		19.147	17.882	20.974	24.876	26.538
Infrastructure Planning	Revenue	-	-	-	-	-
	Operating expenses	0.747	0.786	1.207	1.297	1.313
	Transfer to Capital	-	-	-	-	-
		0.747	0.786	1.207	1.297	1.313
Innovation	Revenue	-	-	-	-	-
	Operating expenses	1.011	1.478	3.054	3.820	4.026
	Transfer to Capital	-	-	-	2.735	8.365
		1.011	1.478	3.054	6.555	12.391
Legal Services	Revenue	0.706	0.653	0.475	0.475	0.475
	Operating expenses	3.075	3.292	3.362	3.458	3.499
	Transfer to Capital	-	-	-	-	-
		2.369	2.639	2.887	2.983	3.024
Production Services	Revenue	-	-	-	-	-
	Operating expenses	0.967	1.311	1.333	1.375	1.392
	Transfer to Capital	-	-	-	-	-
		0.967	1.311	1.333	1.375	1.392
Mill Rate Support/(Contribution)		**40.255**	**42.336**	**47.562**	**55.602**	**63.424**

Organizational Support Services

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	11.353	46.858	58.211

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	2015	2016	2017
Budgeted Revenue:			
Property tax	$529.2 million	$550.5 million	$570.2 million
Business tax	$58.4 million	$57.3 million	$57.5 million
Other taxation	$24.3 million	$23.8 million	$24.1 million
Property Tax:			
Residential properties	210,588	213,073	215,871
Non-residential properties	13,665	13,816	13,799
% Residential	93.9%	93.9%	94.0%
% Non-residential	6.1%	6.1%	6.0%
Total market value assessment	$76.1 billion	$84.2 billion	$85.3 billion
Total taxable portioned assessment	$36.9 billion	$40.9 billion	$41.4 billion
% Residential	73.9%	72.8%	73.2%
% Non-residential	26.1%	27.2%	26.8%
Number of real and personal property assessment notices produced [A]	27,048	220,686	26,208
Business tax:			
Number of businesses	15,397	15,720	15,393
Collections:			
Current	97.2%	97.9%	97.7%
Arrears	60.0%	66.5%	63.8%

[A] General Reassessment in 2016

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 72 %
Corporate Accounts 28 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Property Taxation	569.405	585.584	607.737		632.988	656.000
Business Taxation	57.484	56.916	56.916		56.916	57.916
Other Taxation	24.375	25.602	25.978		26.828	27.731
Provincial grants	68.439	68.441	68.440		68.440	68.440
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000
Utility Dividend	35.595	38.215	33.002		34.878	37.453
Transfers from Other City Funds	4.235	4.380	14.445		0.233	0.233
Other corporate revenue (primarily tax penalty interest and general government charges)	31.668	35.025	41.542		39.738	39.703
Revenues	**807.201**	**830.164**	**864.060**	**1**	**876.020**	**903.477**
Salaries and benefits	0.235	6.967	13.879		14.202	14.433
Services	3.149	3.694	3.964		3.822	4.084
Materials, parts and supplies	0.316	0.360	0.383		0.393	0.419
Assets and purchases	0.015	0.028	0.036		0.036	0.036
Debt and finance charges	0.646	2.947	5.777		6.557	8.412
Grants, transfers and other	33.754	17.592	8.729		18.259	25.069
Recoveries	(0.495)	(0.499)	(0.507)		(0.515)	(0.523)
Operating expenses	**39.706**	**31.089**	**34.786**		**42.754**	**51.930**
Transfer to Capital	(1.057)	(1.512)	(1.995)		0.200	0.750
Total Expenses	**38.649**	**29.576**	**32.792**	**2**	**42.954**	**52.680**
Mill Rate Support/(Contribution)	**(768.551)**	**(800.587)**	**(831.268)**		**(833.066)**	**(850.797)**
Full-time Equivalent Positions	**125**	**134**	**131**		**131**	**131**

Assessment, Taxation and Corporate

Explanation of 2019 Change from 2018

(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	22.153
Transfer from Financial Stabilization Reserve	11.514
Increase in dividend from Winnipeg Parking Authority	4.992
Transfer from Insurance Reserve	1.700
Internal financing interest revenue	1.035
Increase in tax penalty interest revenue	0.900
Increase in electricity and gas tax revenue	0.475
Decrease in utility dividend	(5.213)
Transfer from Workers Compensation Reserve	(2.000)
Non-recurring transfer from Southwest Rapid Transit Corridor Reserve (Stage 1)	(1.300)
Non-recurring settlement payment in 2018	(0.595)
Miscellaneous adjustments	0.235
	33.896
2 Expenses	
Increase in benefits primarily due to pension contribution adjustment	6.912
Increase in debt and finance charges	2.830
Increase in provincial payroll tax	0.389
Transfer to Capital	0.530
Increase in cyclical expenses related to General Assessment	0.195
Increase in insurance premiums and claims	0.131
Transfer to Land Operating Reserve	0.131
Increase in capital closing surplus from $1,512,234 in 2018 to $2,524,798 in 2019	(1.013)
Increase in efficiency savings from $4,753,562 in 2018 to $11,624,855 in 2019	(6.908)
Miscellaneous adjustments	0.019
	3.216

Full-time Equivalent Positions

Decrease of 3 FTEs resulting from position deletions, additions and reclassifications.

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Assessment and Taxation	Revenue	673.400	690.893	714.516	740.607	765.538
	Operating expenses	20.411	22.433	23.024	20.991	21.464
	Transfer to Capital	1.030	-	0.530	0.200	0.750
		(651.959)	(668.460)	(690.962)	(719.417)	(743.324)
Corporate	Revenue	133.801	139.271	149.544	135.413	137.939
	Operating expenses	19.295	8.656	11.763	21.764	30.466
	Transfer to Capital	(2.087)	(1.512)	(2.525)	-	-
		(116.593)	(132.127)	(140.306)	(113.649)	(107.473)
Mill Rate Support/(Contribution)		**(768.551)**	**(800.587)**	**(831.268)**	**(833.066)**	**(850.797)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2017 Actual	2018 Forecast	2019 Preliminary Budget	2020 Projection	2021 Projection
Commitment Reserve	4.329	2.376	2.279	2.477	2.310
Comp, Critical Sys & Sup Res	0.967	1.589	0.964	1.868	2.800
Destination Marketing Reserve	14.148	14.834	11.292	10.367	9.981
Financial Stabilization Res	79.764	110.961	100.667	101.774	102.894
General Purpose Reserve	0.150	0.173	0.064	0.065	0.066
Impact Fee Reserve	4.102	16.702	27.520	39.414	53.397
Insurance Reserve	4.626	4.758	3.096	3.121	3.146
Workers Compensation Reserve	4.886	3.173	2.198	2.215	2.233

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)	0.350	1.150	1.500

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	2015	2016	2017
Total Calls Received	1,287,592	1,074,895	959,676
Total Calls Answered	961,310	798,068	808,666
Number of Service Requests [A]	396,267	273,681	496,946
Number of Information Requests	853,065	692,103	646,192
Number of Emails	92,983	101,944	107,082
Average Talk Time (in minutes) [B]	3:52	4:53	4:11
Average Wait Time (in minutes) [B]	5:22	5:53	3:04
Number of Self Service Online	1,627	2,008	1,793
Number of Mobile App Interactions [C]	851	1,316	1,030
Number of In-person Interactions	21,393	41,270	39,511
Number of Social Media Interactions	5,580	19,333	21,261

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.

[A] Service Requests were significantly higher in 2017 due to surge of winter related calls in January 2017 and calls in October 2017 relative to changes in Water & Waste Department's garbage collection vendor and collections system.

[B] Overall call times and wait times decreased despite the garbage vendor change that caused a surge in phone calls in October 2017. Complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. Although email and social media interactions have increased significantly, the overall number of interactions has decreased, resulting in an increased cost per interaction.

[C] 2016 Restated to correct a reporting error.

Contact Centre - 311

Contributing Departments

Customer Service and Communications 100 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	1.450	1.451	1.452		1.454	1.454
Provincial funding (service specific)	-	-	-		-	-
Revenues	**1.450**	**1.451**	**1.452**	**1**	**1.454**	**1.454**
Salaries and benefits	4.973	5.061	5.105		5.196	5.243
Services	0.544	0.606	0.606		0.606	0.606
Materials, parts, and supplies	0.012	0.018	0.109		0.109	0.109
Assets and purchases	0.005	0.006	0.006		0.006	0.006
Debt and finance charges	0.004	0.001	0.001		0.001	0.001
Grants, transfers and other	0.408	0.415	0.481		0.499	0.508
Recoveries	(0.013)	(0.012)	(0.012)		(0.012)	(0.012)
Operating expenses	**5.933**	**6.094**	**6.295**		**6.405**	**6.460**
Transfer to Capital	-	-	-		0.350	0.150
Total Expenses	**5.933**	**6.094**	**6.295**	**2**	**6.755**	**6.610**
Mill Rate Support/(Contribution)	**4.483**	**4.643**	**4.843**		**5.301**	**5.156**
Full-time Equivalent Positions	**104**	**85**	**84**		**84**	**84**

Explanation of 2019 Change from 2018

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.001
	0.001

2 Expenses

Increase in computer software	0.091
Increase in salaries and benefits	0.044
Miscellaneous adjustments	0.066
	0.201

Full-time Equivalent Positions

Transfer of 1 FTE to Human Resources Department.

Council Services

Includes:

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

Audit

Description

The Audit Department is classified as an independent external auditor under Government Auditing Standards due to statutory safeguards that require the City Auditor to report directly to Council, through the Audit Committee. The Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee).

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 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	2015	2016	2017
Audit Committee Meetings	6	5	5
Audit Projects Completed			
Assurance Projects	21	26	24
Advisory Projects	13	4	3
Investigation Projects [A]	32	46	81
Projects in Progress	14	16	18

[A] Increased awareness and promotion of the Fraud & Waste Hotline has resulted in an upward trend in the annual number of investigation 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	2015	2016	2017
Total Committee meetings held	337	318	277
Public Council / Standing Committee meetings undertaken	103	116	114
Committee meeting videos - live streamed & posted	194	220	241
Board of Revision appeals filed	6,527	765	5,653
Board of Revision hearings	265	423	337
Board of Adjustment meetings	25	24	24
Board of Adjustment orders issued	285	297	257
Appeal Committee hearings	117	84	66
Decision Making Information System site visits	57.3 million	48.6 million	29.4 million
Decision Making Information System documents posted	844	802	1,004
FIPPA requests processed	993	855	859
Records requested from Records Centre	1,184	1,432	1,301
Records requested from Archives	2,423	1,562	1,473
In-person visits to Archives	389	302	347
Mail and phone inquiries processed by Archives	1,021	1,110	1,021
Public tours	22	14	29
Archival exhibits	3	4	5
Records transferred to Archives/Records Centre	1,319	1,174	961
Records destroyed - By-law 86/2010 (Cu. Ft.)	377	1,602	40
Visits to Archives Website	39,514	47,206	35,579

Council Services

Contributing Departments

City Clerk's	44 %
Council	29 %
Mayor's Office	11 %
Audit	10 %
Policy & Strategic Initiatives	6 %

Operating Budget (in millions of $)	2017 Actual	2018 Budget	2019 Preliminary Budget	Variance Expl.	2020 Projection	2021 Projection
Service revenue	0.646	0.096	0.516		0.096	0.516
Provincial funding (service specific)	0.002	-	-		-	-
Revenues	**0.648**	**0.096**	**0.516**	**1**	**0.096**	**0.516**
Salaries and benefits	6.979	8.299	8.003		8.194	8.330
Services	2.478	5.380	3.170		3.096	3.200
Materials, parts, and supplies	0.150	0.246	0.174		0.174	0.174
Assets and purchases	0.034	0.119	0.017		0.017	0.017
Debt and finance charges	0.701	(2.153)	0.860		0.860	0.860
Grants, transfers and other*	2.043	2.473	1.896		1.840	1.841
Recoveries	(0.266)	(0.958)	(0.100)		(0.100)	(0.100)
Operating expenses	**12.119**	**13.404**	**14.020**		**14.081**	**14.322**
Transfer to Capital	2.100	-	-		-	0.200
Total Expenses	**14.219**	**13.404**	**14.020**	**2**	**14.081**	**14.522**
Mill Rate Support/(Contribution)	**13.571**	**13.308**	**13.504**		**13.985**	**14.006**
Full-time Equivalent Positions	**89**	**84**	**77**		**77**	**77**

* *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 2019 Change from 2018

(in millions of $)

1 Revenues

Increase due to Board of Revision assessment appeals filing fee revenue	0.420
	0.420

2 Expenses

Increase in debt and finance charges mainly due to amortization of 2018 Election expenditures	3.013
Decrease in expenditures related to 2018 Election, net of related recoveries	(3.009)
Miscellaneous adjustments	0.612
	0.616

Full-time Equivalent Positions

Decrease in FTEs related to 2018 Election process.

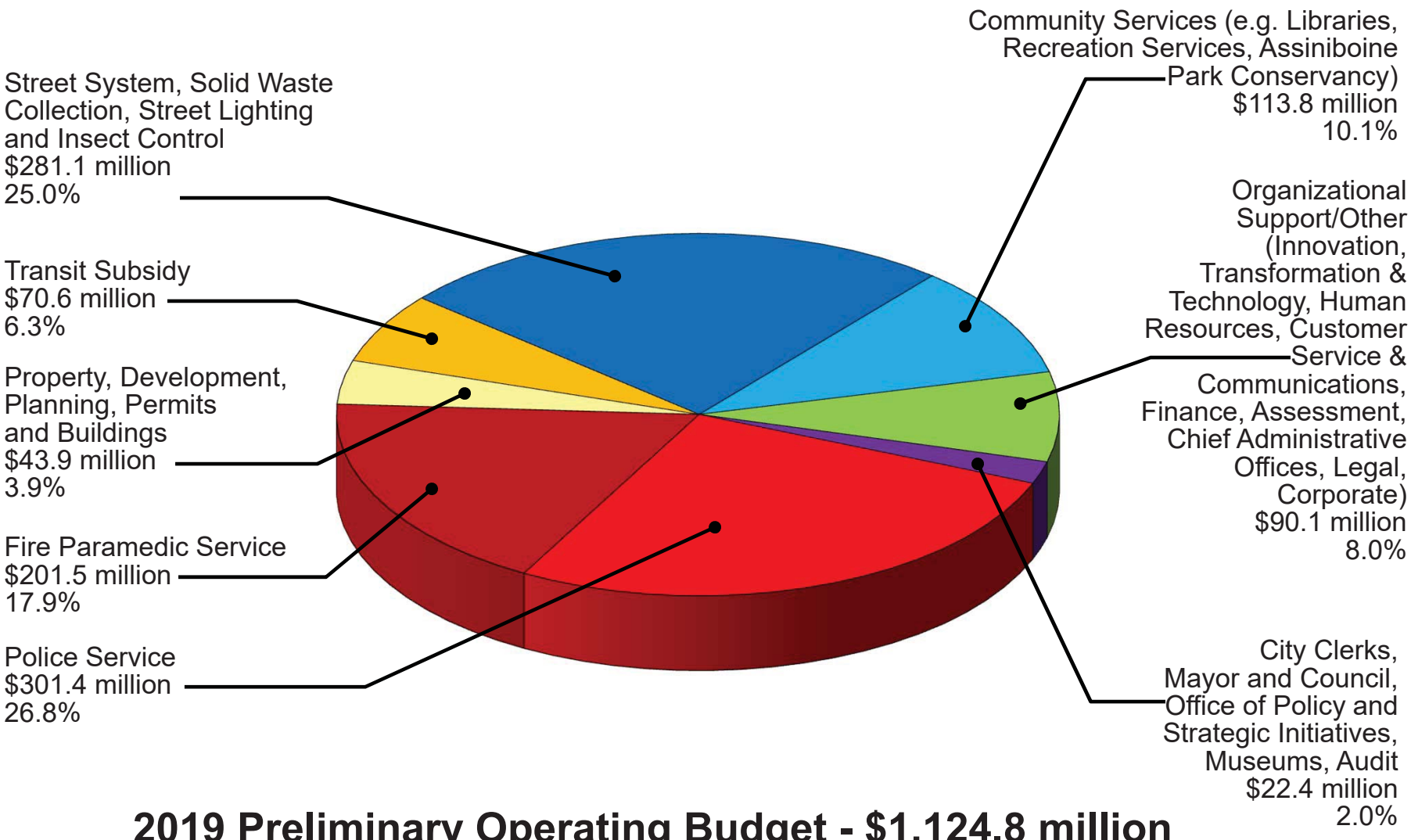
Council Services

Service Detail Sub-services (in millions of $)		2017 Actual	2018 Budget	2019 Preliminary Budget	2020 Projection	2021 Projection
Auditing	Revenue	-	-	-	-	-
	Operating expenses	1.326	1.375	1.396	1.431	1.449
	Transfer to Capital	-	-	-	-	-
		1.326	1.375	1.396	1.431	1.449
Mayor and Council	Revenue	-	-	-	-	-
	Operating expenses	5.122	5.474	5.928	6.002	6.050
	Transfer to Capital	-	-	-	-	-
		5.122	5.474	5.928	6.002	6.050
Archives-City Clerks	Revenue	0.002	-	-	-	-
	Operating expenses	0.549	0.749	1.383	1.322	1.340
	Transfer to Capital	-	-	-	-	-
		0.547	0.749	1.383	1.322	1.340
Elections-City Clerks	Revenue	0.051	-	-	-	-
	Operating expenses	0.716	0.749	0.753	0.753	0.753
	Transfer to Capital	-	-	-	-	-
		0.665	0.749	0.753	0.753	0.753
Citizen Access and Appeals	Revenue	0.544	0.055	0.475	0.055	0.475
	Operating expenses	0.730	0.707	0.829	0.743	0.850
	Transfer to Capital	-	-	-	-	-
		0.187	0.652	0.354	0.688	0.375
Council Support-City Clerks	Revenue	0.051	0.041	0.041	0.041	0.041
	Operating expenses	3.038	3.564	2.902	2.988	3.027
	Transfer to Capital	2.100	-	-	-	0.200
		5.087	3.523	2.861	2.947	3.186
Executive Support	Revenue	-	-	-	-	-
	Operating expenses	0.639	0.785	0.830	0.843	0.853
	Transfer to Capital	-	-	-	-	-
		0.639	0.785	0.830	0.843	0.853
Mill Rate Support/(Contribution)		**13.571**	**13.308**	**13.504**	**13.985**	**14.006**

Additional Financial Information

Capital Budget	2019 Preliminary	2020-2024 Forecast	6 Year Total
(In millions of $)		1.550	1.550

How is the Money Spent in the Operating Budget?

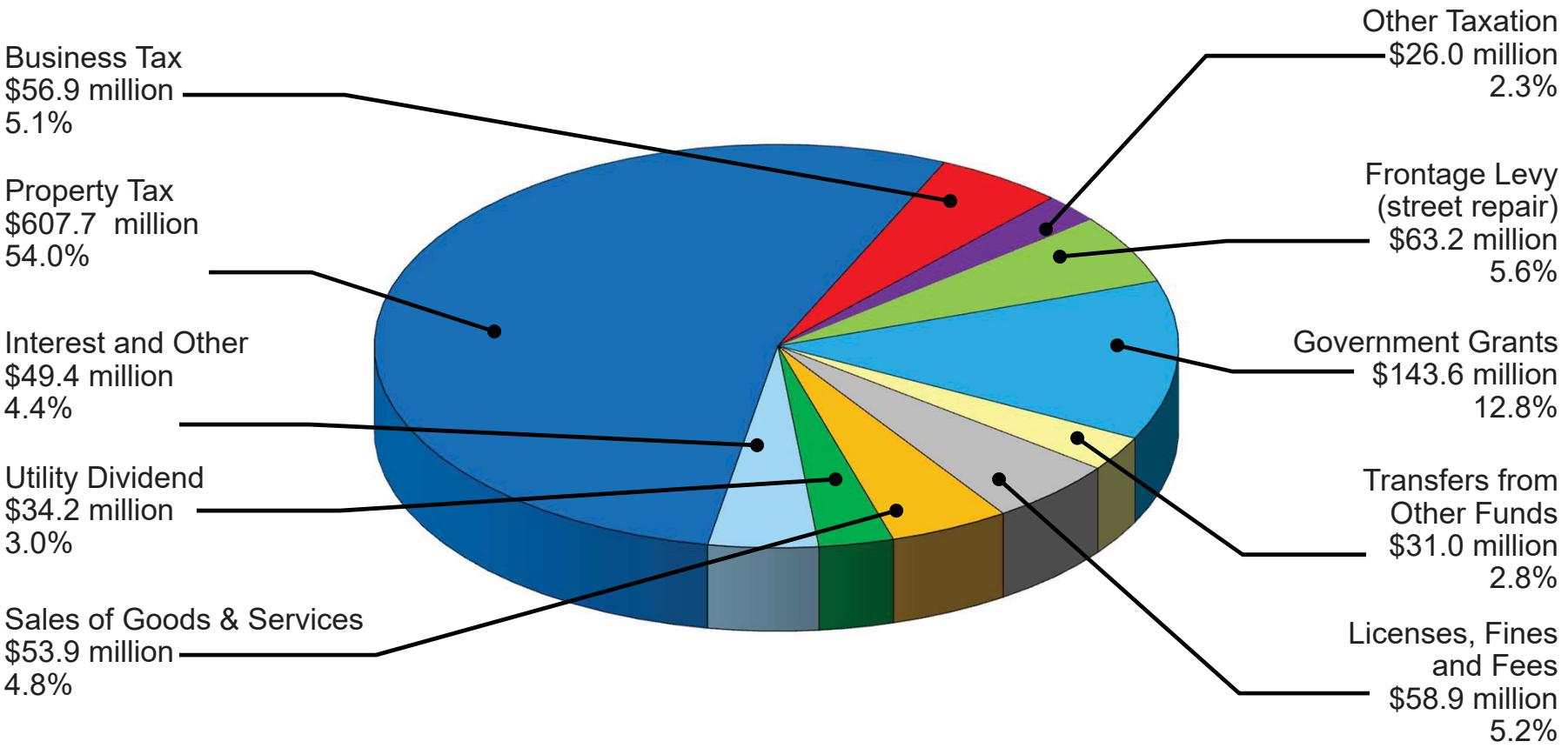


2019 Preliminary Operating Budget - $1,124.8 million

Tax Supported

Appendix 1

Where Does the Money Come From in the Operating Budget?



2019 Preliminary Operating Budget - $1,124.8 million

Tax Supported

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The City of Winnipeg
2019 Preliminary Operating Budget and 2020 and 2021 Projections
Tax Supported Summary

	2018 Budget (Restated)	2019 Preliminary Budget	Variance [1] $	Variance %	Expl. No.	2020 Projection	2021 Projection
Revenue:							
Property tax	$ 591,149,611	**$ 617,869,183**	$ 26,719,572	4.5	1	$ 639,694,911	$ 661,693,962
Property tax credits	(5,565,288)	**(10,132,174)**	(4,566,886)	82.1	1	(6,707,021)	(5,693,756)
Business tax	59,406,840	**63,332,745**	3,925,905	6.6	2	63,332,745	63,332,745
Business tax credits	(2,491,000)	**(6,416,905)**	(3,925,905)	157.6	2	(6,416,905)	(5,416,905)
Other taxation	25,601,567	**25,978,387**	376,820	1.5	3	26,828,198	27,730,929
Street renewal frontage levy	63,016,622	**63,244,760**	228,138	0.4	4	63,571,760	63,898,760
Government grants	133,530,037	**143,633,770**	10,103,733	7.6	5	146,297,141	147,502,117
Regulation fees	58,072,550	**58,754,233**	681,683	1.2	6	58,636,522	59,368,517
Sale of goods and services	54,476,887	**53,935,283**	(541,604)	(1.0)	7	53,082,313	53,507,544
Interest	20,201,697	**22,236,200**	2,034,503	10.1	8	22,576,219	22,480,239
Transfers from other funds	23,968,981	**30,932,037**	6,963,056	29.1	9	11,293,031	11,720,265
Utility dividends	38,215,428	**34,212,072**	(4,003,356)	(10.5)	10	34,877,593	37,453,427
Other	22,503,830	**27,172,352**	4,668,522	20.7	11	25,000,614	25,031,939
Total Revenue	**$ 1,082,087,762**	**$ 1,124,751,943**	**$ 42,664,181**	**3.9**		**$ 1,132,067,121**	**$ 1,162,609,783**
Expenditures: [2]							
Departmental:							
Police Service	$ 291,449,496	**$ 301,417,319**	$ 9,967,823	3.4	12	$ 311,413,242	$ 321,349,916
Public Works	241,374,571	**244,732,208**	3,357,637	1.4	13	279,986,104	283,196,559
Fire Paramedic Service	193,457,211	**201,517,450**	8,060,239	4.2	14	213,568,268	215,127,491
Community Services	109,946,115	**113,785,830**	3,839,715	3.5	15	119,662,988	129,620,623
Planning, Property and Development	40,429,758	**43,862,978**	3,433,220	8.5	16	46,999,807	46,396,986
Water and Waste	22,335,314	**23,225,817**	890,503	4.0	17	23,978,784	24,743,412
Street Lighting	13,305,829	**13,116,449**	(189,380)	(1.4)	18	13,740,481	14,394,326
Assessment and Taxation	22,432,561	**23,553,779**	1,121,218	5.0	19	21,190,607	22,213,835
Innovation, Transformation and Technology	20,435,658	**25,113,159**	4,677,501	22.9	20	32,544,948	40,054,693
City Clerks	13,161,023	**13,559,621**	398,598	3.0	21	13,470,046	12,840,764
Corporate Finance	8,326,509	**8,341,593**	15,084	0.2	22	8,537,040	8,663,047
Customer Service and Communications	8,170,630	**8,537,608**	366,978	4.5	23	9,087,639	8,975,722
Human Resources	6,188,587	**6,054,877**	(133,710)	(2.2)	24	6,125,486	6,191,131
Other departments	17,323,092	**17,940,792**	617,700	3.6	25	18,346,620	18,523,095
Sub-total Departmental	$ 1,008,336,354	**$ 1,044,759,480**	$ 36,423,126	3.6		$ 1,118,652,060	$ 1,152,291,600
Corporate:							
Debt and finance charges	$ 518,189	**$ 3,369,698**	$ 2,851,509		26	$ 3,981,307	$ 5,737,836
Taxes	11,065,558	**11,454,223**	388,665		27	11,783,037	12,121,290
Insurance and damage claims	3,585,356	**3,716,624**	131,268		28	3,878,495	4,022,481
Contribution to Transit [3]	66,404,784	**70,560,859**	4,156,075		29	97,005,506	111,719,861
Other	(7,822,479)	**(9,108,941)**	(1,286,462)		30	2,186,218	8,649,608
Sub-total Corporate	$ 73,751,408	**$ 79,992,463**	$ 6,241,055	8.5		$ 118,834,563	$ 142,251,076
Total Expenditures	**$ 1,082,087,762**	**$ 1,124,751,943**	**$ 42,664,181**	**3.9**		**$ 1,237,486,623**	**$ 1,294,542,676**
	$ -	**$ -**	**$ -**			**$ (105,419,502)**	**$ (131,932,893)**

Notes:

1) The variance includes the change in the transfer to capital based on the 2019 capital budget (see Appendix 5).

2) 2018 Adopted Budget figures have been restated for the reorganization of Corporate Support Services (CSS). In 2018, Innovation, Transformation and Technology, Customer Service and Communications, and Human Resources were reported in CSS.

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

4) For the cash to capital balances in 2020 and 2021, refer to note #2 on page 3-51.

2019 Preliminary Operating Budget
Tax Supported Revenue - 2019 Compared to 2018

Expl. No.	Explanations		Variance
1	**Property tax** 2019 property tax revenue reflects a mill rate of 13.290 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%.	**$**	**22,152,686**
2	**Business tax** 2019 business tax rate has been reduced from 5.14% to 4.97%. The small business tax credit program will provide a full rebate in 2019 to businesses with an annual rental value of $33,900 ($33,300 in 2018) or less.	$	-
3	**Other taxation**		
	Net increase in electricity and natural gas tax revenue.	$	475,000
	Net decrease in other taxation revenue.		(98,180)
	Total	**$**	**376,820**
4	**Street renewal frontage levy**		
	Increase in street renewal frontage levy revenue for frontage foot growth.	**$**	**228,138**
5	**Government grants**		
	Increase in Provincial / Shared Health funding to offset ambulance revenue reduction due to provincially mandated maximum patient fee (see explanation No. 7).	$	9,959,735
	Net increase in other miscellaneous revenue.		143,998
	Total	**$**	**10,103,733**

2019 Preliminary Operating Budget
Tax Supported Revenue - 2019 Compared to 2018

Expl. No.	Explanations		Variance
6	**Regulation fees**		
	Increase in traffic enforcement initiatives.	$	600,000
	Appeal filing fees.		420,000
	Increase in encroachment license fees.		355,084
	Increase in occupancy permit fees.		309,236
	Net increase in permit fees.		221,617
	Decrease in cut restoration revenue, offset by decrease in cut restoration contracts (see explanation No. 13).		(1,430,044)
	Net increase in other miscellaneous revenue.		205,790
	Total	**$**	**681,683**
7	**Sale of goods and services**		
	Increase in rental revenue from rooms, equipment and others.	$	2,434,544
	Increase in contract police service revenue.		148,000
	Increase in Assessment and Taxation fee and service revenue.		395,060
	Increase in tax instalment payment plan (TIPP) administration revenue.		177,100
	Net increase in recreations program revenue.		320,187
	Record searches.		272,000
	Decrease in ambulance revenue.		(2,394,545)
	Decrease in inter-facility transfer fees.		(2,352,000)
	Net increase in other sales of goods and services.		458,050
	Total	**$**	**(541,604)**
8	**Interest**		
	Internal financing interest revenue.	$	1,035,000
	Increase in tax penalty interest revenue.		900,000
	Increase in capital construction interest revenue.		100,000
	Net decrease in other interest.		(497)
	Total	**$**	**2,034,503**

2019 Preliminary Operating Budget
Tax Supported Revenue - 2019 Compared to 2018

Expl. No.	Explanations		Variance
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- Financial Stabilization Reserve.	$	10,303,733
	- Economic Development Investment Reserve.		1,806,000
	- Insurance Reserve.		1,700,000
	- Multi-Family Dwelling Tax Investment Reserve.		1,500,000
	- Insect Control Reserve.		1,000,000
	- Land Operating Reserve.		(2,300,000)
	- Workers Compensation Reserve.		(2,000,000)
	- Municipal Accommodations.		(1,929,270)
	- Southwest Rapid Transit Corridor Reserve (Stage 1).		(1,300,000)
	- Permit Reserve.		(797,000)
	- Non-recurring transfer from Winnipeg Parking Authority SOA.		(595,000)
	- Net increase in other transfers.		(425,407)
	Total	**$**	**6,963,056**
10	**Utility dividends**		
	Decrease in Water and Sewer dividend revenue relating to volume decrease and reduction in dividend rate from 12% to 11%.	**$**	**(4,003,356)**
11	**Other**		
	Winnipeg Parking Authority transfer (including vacancy management and incremental increase in parking revenue).	$	4,991,522
	Net decrease in other.		(323,000)
		$	**4,668,522**

2019 Preliminary Operating Budget
Tax Supported Expenditures - 2019 Compared to 2018

Expl. No.	Explanations		Variance
12	**Police Service**		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	7,389,615
	Increase in pension costs due to actuarial rate increase.		1,757,282
	Increase in professional services costs.		610,200
	Increase in debt and financing charges.		532,125
	Increase in software maintenance and helicopter maintenance costs.		506,475
	Increase in vehicles and equipment.		206,214
	Increase in fuel costs.		196,494
	Expenditure management.		(987,655)
	Transfer to Capital.		(377,000)
	Net operational cost increase.		134,073
	Total	**$**	**9,967,823**
13	**Public Works**		
	Transfer to Local Street Renewal Reserve.	$	5,600,000
	Transfer to Regional Street Renewal Reserve.		5,600,000
	Net increase in salaries and benefits.		1,537,345
	Increase in debt and finance charges.		1,025,566
	Increase in fuel costs.		1,019,023
	Increase in street maintenance.		719,734
	Addition of winter maintenance strategy.		432,427
	Increase in civic accommodation charges.		176,986
	Transfer to Capital.		(10,626,000)
	Decrease in cut restoration contracts, offset by decrease in cut restoration revenue.		(1,430,044)
	Decrease in fleet leases and other fleet related costs.		(903,270)
	Net operational cost increase.		205,870
	Total	**$**	**3,357,637**

2019 Preliminary Operating Budget
Tax Supported Expenditures - 2019 Compared to 2018

Expl. No.	Explanations		Variance
14	**Fire Paramedic Service**		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	4,437,677
	Increase in Shared Health capital contribution.		1,877,000
	Increase in debt and finance charges.		670,277
	Increase in bad debt provision.		486,000
	Increase in equipment costs.		170,500
	Increase in fleet leasing costs.		142,671
	Net operational cost increase.		276,114
	Total	**$**	**8,060,239**
15	**Community Services**		
	Transfer to Capital.	$	1,593,000
	Increase in salaries and benefits due to negotiated wage increases and annual increments.		1,308,796
	Increase in facilities costs.		1,040,175
	Net increase in debt and finance charges.		950,984
	Increase in transfer to Municipal Accommodations, related to capital expenditures.		476,910
	Increase in grant to Assiniboine Park Conservancy.		202,000
	Increase in universal funding formula grants to community centres.		171,000
	Decrease in transfer to Animal Services Agency.		(524,177)
	Non-recurring grant for Louis Riel School Division - College Jeanne Sauve in 2018.		(500,000)
	Non-recurring grant for Louis Riel School Division - Running track for Victor Mager School in 2018.		(500,000)
	Grant for the "youthunited@winnipeg" (University of Winnipeg), now part of the Indigenous Youth Strategy.		(200,000)
	Net operational cost decrease.		(178,973)
	Total	**$**	**3,839,715**

2019 Preliminary Operating Budget
Tax Supported Expenditures - 2019 Compared to 2018

Expl. No.	Explanations		Variance
16	**Planning, Property and Development**		
	Transfer to Capital.	$	870,000
	Increase in salaries and benefits due to negotiated wage increases and annual increments.		801,991
	Increase in debt and finance charges.		669,815
	Increase transfer to Municipal Accommodations for vacant, common and corporate space.		654,144
	Increase in service costs.		585,155
	Net operational cost decrease.		(147,885)
	Total	**$**	**3,433,220**
17	**Water and Waste - Garbage Collection**		
	Increase in garbage collection contract costs.	$	860,037
	Net operational cost increase.		30,466
	Total	**$**	**890,503**
18	**Street Lighting**		
	Net decrease in costs due to Manitoba Hydro rate changes, new installations and upgrades, and LED savings.	**$**	**(189,380)**
19	**Assessment and Taxation**		
	Transfer to Capital.	$	530,000
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.		315,088
	Increase in postage and printing costs due to timing of assessment cycle.		195,000
	Increase in Transfer to Land Operating Reserve.		131,490
	Net operational cost decrease.		(50,360)
	Total	**$**	**1,121,218**

2019 Preliminary Operating Budget
Tax Supported Expenditures - 2019 Compared to 2018

Expl. No.	Explanations		Variance
20	**Innovation, Transformation & Technology**		
	Net increase in salaries and benefits, including:		
	- increase due to FTEs.	$	1,629,396
	- increase in salaries and benefit due to negotiated wage increases and annual increments.		349,401
	Increase in debt and finance charges.		1,391,567
	Increase in software, hardware and other equipment servicing.		880,379
	Increase in Transfer to Computer, Critical Systems and Support Reserve.		573,290
	Net operational cost decrease.		(146,532)
	Total	**$**	**4,677,501**
21	**City Clerks**		
	Increase in debt and finance charges, primarily due to the increase in amortization for the 2018 election.	$	3,013,421
	Transfer from Museums to Winnipeg Arts Council for the funding of 5 museums.		266,000
	Increase in civic accommodation costs.		155,097
	Net decrease in operational costs, primarily due to the election.		(2,155,077)
	Net decrease in salaries and benefits, primarily due to the election.		(767,333)
	Non-recurring organizational review on City governance in 2018.		(175,000)
	One-time grant in 2018 for the Canadian Association of Police Governance, 2018 National Conference.		(15,000)
	Net operational cost increase.		76,490
	Total	**$**	**398,598**
22	**Corporate Finance**		
	Net operational cost increase.	**$**	**15,084**
23	**Customer Service and Communications**		
	Increase in salaries and benefits mainly due to negotiated wage increases and annual increments.	$	116,887
	Net operational cost increase.		250,091
	Total	**$**	**366,978**
24	**Human Resources**		
	Net operational cost decrease.	**$**	**(133,710)**

2019 Preliminary Operating Budget
Tax Supported Expenditures - 2019 Compared to 2018

Expl. No.	Explanations		Variance
25	**Other departments**		
	Net increase in salaries and benefits, including the transfer of two positions from Planning, Property and Development to the Office of Sustainability within the CAOs Office.	$	581,043
	Transfer Museums funding to Winnipeg Arts Council.		(266,000)
	Net operational cost increase.		302,657
	Total	**$**	**617,700**
26	**Debt and finance charges**		
	Increase in corporate debt and finance charges.	**$**	**2,851,509**
27	**Taxes**		
	Increase in provincial payroll tax estimate.	**$**	**388,665**
28	**Insurance and damage claims**		
	Increase in insurance costs reflecting recent experience with claims and premiums.	**$**	**131,268**
29	**Contribution to Transit**		
	Increase in contribution to transit (refer to variance explanation #6 under "Utility Operations" section of this appendix for additional information on Transit).	**$**	**4,156,075**
30	**Other**		
	Net increase in benefits including pension contribution adjustment that ended in 2018.	$	6,597,488
	Increase in efficiency savings $11,624,855 in 2019 in comparison to $4,753,562 in 2018.		(6,871,293)
	Capital closure surplus.		(1,012,564)
	Net operational cost decrease.		(93)
	Total	**$**	**(1,286,462)**

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Appendix 1

2019 Preliminary Operating Budget and 2020 and 2021 Projections
Utility Operations

	2018 Adopted Budget	2019 Preliminary Budget	Variance	Expl. No.	2020 Projection	2021 Projection
Municipal Accommodations						
Revenue	$ 72,049,581	**$ 72,442,743**	$ 393,162		$ 75,060,533	$ 75,915,521
Expenditure	72,049,581	**72,442,743**	393,162		75,060,533	75,915,521
Surplus/(Deficit)	-	-	-	1	-	-
Sewage Disposal [1]						
Revenue	198,041,388	**194,703,385**	(3,338,003)		200,048,624	216,444,235
Expenditure	155,831,913	**233,575,226**	77,743,313		175,221,681	183,846,678
Surplus/(Deficit)	42,209,475	**(38,871,841)**	(81,081,316)	2	24,826,943	32,597,557
Solid Waste Disposal [1]						
Revenue	46,320,980	**45,214,335**	(1,106,645)		48,058,302	51,332,273
Expenditure	50,074,256	**52,277,192**	2,202,936		51,722,991	53,198,593
Surplus/(Deficit)	(3,753,276)	**(7,062,857)**	(3,309,581)	3	(3,664,689)	(1,866,320)
Waterworks [1]						
Revenue	133,121,147	**130,346,967**	(2,774,180)		132,085,440	140,111,076
Expenditure	115,533,439	**116,930,135**	1,396,696		119,622,619	122,256,152
Surplus/(Deficit)	17,587,708	**13,416,832**	(4,170,876)	4	12,462,821	17,854,924
Land Drainage						
Revenue	5,946,133	**5,727,980**	(218,153)		5,289,525	5,320,254
Expenditure	5,946,133	**5,727,980**	(218,153)		5,289,525	5,320,254
Surplus/(Deficit)	-	-	-	5	-	-
Transit						
Revenue	193,743,645	**204,205,751**	10,462,106		234,474,484	251,954,730
Expenditure	193,743,645	**204,205,751**	10,462,106		234,474,484	251,954,730
Surplus/(Deficit)	-	-	-	6	-	-
Total						
Revenue	649,222,874	**652,641,161**	**3,418,287**		**695,016,908**	**741,078,089**
Expenditures	593,178,967	**685,159,027**	**91,980,060**		**661,391,833**	**692,491,928**
Surplus/(Deficit)	$ 56,043,907	**$ (32,517,866)**	**$ (88,561,773)**		**$ 33,625,075**	**$ 48,586,161**

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.

2019 Preliminary Operating Budget
Utility Operations - 2019 Compared to 2018

Expl. No.	Explanations		Variance
1	**Municipal Accommodations**		
	Revenue Changes:		
	Increase in transfer from Community Services for facilities operation and maintenance.	$	1,040,175
	Increase in transfer from General Revenue Fund for facility costs.		928,732
	Increase in transfer from Community Services related to capital investments.		476,910
	Decrease in revenue due to transfer of Property Management Branch to Real Estate and Land Development Division.		(2,127,540)
	Miscellaneous adjustments.		74,885
		$	393,162
	Expenditure Changes:		
	Increase in hazardous material services, maintenance and rentals costs.	$	1,572,653
	Transfer to Capital.		1,244,000
	Decrease in transfer to General Revenue Fund.		(1,929,271)
	Decrease in expenses due to transfer of Property Management Branch to Real Estate and Land Development Division.		(1,444,852)
	Decrease in recoveries.		305,694
	Miscellaneous adjustments.		644,938
		$	393,162
	Variance.	**$**	**-**

The Municipal Accommodations fund does not accrue retained earnings.

2019 Preliminary Operating Budget
Utility Operations - 2019 Compared to 2018

Expl. No.	Explanations		Variance
2	**Sewage Disposal**		
	Revenue Changes:		
	Decrease in sewer services.	$	(4,400,447)
	Increase in leachate treatment.		2,000,000
	Decrease in over-strength and hauled waste.		(562,500)
	Miscellaneous adjustments.		(375,056)
		$	(3,338,003)
	Expenditure Changes:		
	Increase in transfer to Environmental Projects Reserve.	$	68,810,908
	Transfer related to Land Drainage Fund capital program.		6,105,847
	Increase in debt and finance charges.		2,926,691
	Increase in salaries and benefits.		832,698
	Increase in landfill tipping fees.		621,600
	Increase in biosolids composting.		260,000
	Decrease in dividend transfer to the General Revenue Fund relating to volume decrease and reduction in dividend rate from 12% to 11%.		(2,378,044)
	Miscellaneous adjustments.		563,613
		$	77,743,313
	Increase in deficit.	**$**	**(81,081,316)**

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. Retained earnings unaudited balance at December 31, 2018 is $19.690 million.

2019 Preliminary Operating Budget
Utility Operations - 2019 Compared to 2018

Expl. No.	Explanations		Variance
3	**Solid Waste Disposal**		
	Revenue Changes:		
	Increase in waste diversion revenue due to rate increase.	$	393,740
	Increase in tipping fees.		347,130
	Increase in funding from Multi-Material Stewardship Manitoba.		210,000
	Decrease in residential recycling sales driven by availability of market.		(2,273,870)
	Miscellaneous adjustments.		216,355
		$	(1,106,645)
	Expenditure Changes:		
	Increase in single family recycling collection contracts.	$	750,000
	Increase in leachate treatment.		604,750
	Increase in debt and finance charges.		326,055
	Increase in recyclables processing.		208,438
	Pilot project with Mother Earth for the collection of mattresses at the Brady 4R Winnipeg Depot.		153,000
	Increase in leaf and yard waste collection contracts.		151,000
	Miscellaneous adjustments.		9,693
		$	2,202,936
	Increase in deficit.	**$**	**(3,309,581)**

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. Retained earnings unaudited balance at December 31, 2018 is $32.081 million.

2019 Preliminary Operating Budget
Utility Operations - 2019 Compared to 2018

Expl. No.	Explanations		Variance
4	**Waterworks**		
	Revenue Changes:		
	Decrease in water sales.	$	(3,042,621)
	Miscellaneous adjustments.		268,441
		$	(2,774,180)
	Expenditure Changes:		
	Increase in transfer to Water Main Renewal Reserve.		1,500,000
	Increase in salaries and benefits.		930,878
	Increase in chemicals.		465,000
	Decrease in dividend transfer to the General Revenue Fund relating to volume decrease and reduction in dividend rate from 12% to 11%.		(1,625,312)
	Miscellaneous adjustments.		126,130
		$	1,396,696
	Decrease in surplus.	**$**	**(4,170,876)**

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. Retained earnings unaudited balance at December 31, 2018 is $13.312 million.

5	**Land Drainage**		
	Revenue Changes:		
	Decrease in transfer from Sewage Disposal.	$	(218,153)
		$	(218,153)
	Expenditure Changes:		
	Miscellaneous adjustments.		(218,153)
		$	(218,153)
	Variance.	**$**	**-**

The utility is fully funded by a transfer from Sewage Disposal. Retained earnings unaudited balance at December 31, 2018 is $860,726.

2019 Preliminary Operating Budget
Utility Operations - 2019 Compared to 2018

Expl. No.	Explanations		Variance
6	**Transit**		
	Revenue Changes:		
	Increase in transfer from the General Revenue Fund.	$	4,156,075
	Increase in fare revenue due to ridership increase. Transit fares remain at 2018 levels.		5,856,417
	Increase in advertising.		315,000
	Miscellaneous adjustments.		134,614
		$	10,462,106
	Expenditure Changes:		
	Transfer to Capital.	$	4,432,000
	Increase in motive fuels.		4,333,187
	Increase in transfer to SW Rapid Transitway Payment Reserve.		1,848,000
	Increase due to implementation of carbon tax.		910,316
	Increase in salaries and benefits.		629,366
	Increase in debt and finance charges.		449,536
	Decrease in recoveries primarily from capital.		432,054
	Increase in certificates and permits.		429,534
	Increase in Transit Plus contractor fees.		315,177
	Increase in utilities.		206,289
	Decrease in bus parts.		(2,429,204)
	Decrease in transfer to Transit Bus Replacement Reserve.		(1,437,212)
	Miscellaneous adjustments.		343,063
		$	10,462,106
	Variance.	**$**	**-**

Retained earnings unaudited balance at December 31, 2018 is $20.733 million.

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2019 Preliminary Operating Budget and 2020 and 2021 Projections
Special Operating Agencies

	2018 Adopted Budget	2019 Preliminary Budget	Variance	Expl. No.	2020 Projection	2021 Projection
Fleet Management						
Revenue	$ 49,020,233	**$ 48,864,750**	$ (155,483)		$ 49,784,003	$ 50,312,888
Expenditure	49,052,044	**48,792,353**	(259,691)		49,268,872	49,944,702
Surplus/(Deficit)	(31,811)	**72,397**	104,208	1	515,131	368,186
Parking Authority						
Revenue	22,175,788	**26,128,981**	3,953,193		26,967,265	27,140,106
Expenditure	28,586,890	**33,846,747**	5,259,857		26,122,669	26,679,354
Surplus/(Deficit)	(6,411,102)	**(7,717,766)**	(1,306,664)	2	844,596	460,752
Golf Services						
Revenue	3,175,057	**3,013,010**	(162,047)		4,101,613	3,174,911
Expenditure	2,795,095	**2,843,102**	48,007		3,928,240	3,014,463
Surplus/(Deficit)	379,962	**169,908**	(210,054)	3	173,373	160,448
Animal Services						
Revenue	3,785,900	**3,304,054**	(481,846)		3,851,054	3,855,054
Expenditure	3,804,522	**3,814,499**	9,977		3,852,755	3,857,849
Surplus/(Deficit)	(18,622)	**(510,445)**	(491,823)	4	(1,701)	(2,795)
Total						
Revenue	78,156,978	**81,310,795**	**3,153,817**		**84,703,935**	**84,482,959**
Expenditures	84,238,551	**89,296,701**	**5,058,150**		**83,172,536**	**83,496,368**
Surplus/(Deficit)	$ (6,081,573)	**$ (7,985,906)**	**$ (1,904,333)**		**$ 1,531,399**	**$ 986,591**

2019 Preliminary Operating Budget
Special Operating Agencies - 2019 Compared to 2018

Expl. No.	Explanations		Variance
1	**Fleet Management**		
	Revenue Changes:		
	Increase in fuel sales.	$	128,208
	Increase in fleet leases.		47,766
	Decrease in services and parts revenue.		(182,957)
	Decrease in other income.		(148,500)
		$	(155,483)
	Expenditure Changes:		
	Increase in debt and finance charges.	$	597,343
	Increase in fuel costs.		116,916
	Decrease in parts.		(444,108)
	Decrease in services.		(237,698)
	Decrease in other supplies.		(173,844)
	Decrease in salaries and benefits.		(121,943)
	Miscellaneous adjustments.		3,643
		$	(259,691)
	Increase in surplus.	**$**	**104,208**

2019 Preliminary Operating Budget
Special Operating Agencies - 2019 Compared to 2018

Expl. No.	Explanations		Variance
2	**Parking Authority**		
	Revenue Changes:		
	Increase in Vehicles for Hire revenue.	$	1,519,000
	Increase in enforcement revenue.		1,500,414
	Increase in non-parking Municipal By-law Enforcement Act (MBEA) fines.		553,800
	Increase in parking permits and meter fee revenue.		364,979
	Miscellaneous adjustments.		15,000
		$	3,953,193
	Expenditure Changes:		
	Increase in transfer to the General Revenue Fund.	$	4,991,522
	Transfer to the Land Operating Reserve (from net of proceeds of the sale of the Longboat Development).		4,405,000
	Increase primarily in salaries and benefits due to implementation of the new Vehicles for Hire service.		1,048,655
	Increase in grants in kind.		260,000
	Net increase in debt and finance charges and amortization as equipment nears its lifespan.		167,929
	Increase in transfers for accommodations charges, campus human resource services and 311.		148,487
	Non-recurring transfer to Land Operating Reserve in 2018.		(5,000,000)
	Non-recurring transfer in 2018.		(595,000)
	Decrease in consultant costs fees.		(184,998)
	Miscellaneous adjustments.		18,262
		$	5,259,857
	Increase in deficit.	**$**	**(1,306,664)**

2019 Preliminary Operating Budget
Special Operating Agencies - 2019 Compared to 2018

Expl. No.	Explanations		Variance
3	**Golf Services**		
	Revenue Changes:		
	Decrease in green fee revenue.	$	(127,561)
	Miscellaneous adjustments.		(34,486)
		$	(162,047)
	Expenditure Changes:		
	Increase in materials, parts and supplies.	$	53,289
	Miscellaneous adjustments.		(5,282)
		$	48,007
	Decrease in surplus.	**$**	**(210,054)**
4	**Animal Services**		
	Revenue Changes:		
	Increase in regulation revenue.	$	36,881
	Decrease in transfer from General Revenue Fund.		(524,177)
	Miscellaneous adjustments.		5,450
		$	(481,846)
	Expenditure Changes:		
	Net operational cost increases.	$	9,977
	Increase in deficit.	**$**	**(491,823)**

2019 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).

Organization	Department	2018 Budget	2019 Preliminary
Annual Grant Agreements			
Age and Opportunity Centre - Older victims services	Police Service	$ 20,250	$ 20,250
Age and Opportunity Support Services for Older Adults Inc. - Preventative programming for senior citizens	Community Services	80,100	80,100
Andrews Street Family Centre	Community Services	45,700	45,700
Art City	City Clerks	100,000	100,000
Big Brothers Big Sisters of Winnipeg, Inc.	Community Services	12,000	12,000
Block Parents	Police Service	17,564	17,564
Boys and Girls Club of Winnipeg Inc*	Community Services	118,148	118,148
Boys and Girls Club of Winnipeg Inc - Clean Machine program*	Public Works	63,000	63,000
Broadway Neighbourhood Centre Inc	Community Services	120,500	120,500
Broadway Neighbourhood Centre Inc - Just TV	Community Services	150,000	150,000
Canadian Association of Police Governance-2018 National Conference	City Clerks	15,000	-
Charleswood Social Club	Community Services	1,600	1,600
Coalition to Save the Elms, Manitoba Inc.*	Public Works	20,000	20,000
Community Centres	Community Services	5,679,000	5,850,000
Downtown Winnipeg Biz - Biz zone cleanliness*	Public Works	117,000	117,000
Downtown Winnipeg Biz - Community Homeless Assistance Team (CHAT)	City Clerks	150,000	150,000
Downtown Winnipeg Biz - Parking infrastructure maintenance*	Parking Authority	115,000	115,000
Downtown Winnipeg Biz - Transit shelter cleanliness*	Transit	100,000	100,000
Economic Development Winnipeg - YES! Winnipeg	City Clerks	135,000	135,000
Edge Urban Art Centre	City Clerks	10,000	10,000
Exchange District Biz - Biz zone cleanliness*	Public Works	8,000	8,000
Exchange District Biz - Historic Exchange Walking Tour	Community Services	3,150	3,150
Exchange District Biz - Parking infrastructure maintenance*	Parking Authority	60,000	60,000

Organization	Department	2018 Budget	2019 Preliminary
Annual Grant Agreements (continued)			
Exchange District Biz - Transit shelter cleanliness*	Transit	$ 5,000	$ 5,000
Festival du Voyageur	Planning, Property & Development	40,000	40,000
Forks Renewal Corporation*	Public Works	1,200	1,200
The Fort Whyte Foundation Inc. - Fort Whyte Alive	Waterworks	60,000	60,000
Friends of Dalnavert Museum Inc.***	Museums	21,000	-
General Council of Winnipeg Community Centres*	Community Services	1,072,241	1,072,241
General Council of Winnipeg Community Centres*	Public Works	374,484	374,484
General Council of Winnipeg Community Centres - Athletic Field Maintenance	Public Works	275,000	280,500
Grant's Old Mill Museum	Museums	17,240	17,240
Green Action Centre	Solid Waste Disposal	35,000	35,000
Heritage Winnipeg Corporation	Planning, Property & Development	34,750	34,750
Historical Museum of St. James-Assiniboia	Museums	83,391	83,391
Immigrant and Refugee Community Organization of Manitoba	Community Services	73,810	73,810
Immigrant Centre Manitoba Inc.- 24 Hour language bank interpreter services	Community Services	27,000	27,000
Indigenous Youth Strategy (see schedule at end of appendix 2)	Chief Administrative Office	1,250,000	1,250,000
Louis Riel School Division - College Jeanne Sauvé Community Theatre / Student Commons	Community Services	500,000	-
Louis Riel School Division - Running track for Dakota Alumni Field Project at Victor Mager School	Community Services	500,000	-
Ma Mawi Wi Chi Itata Centre Inc.- Positive Athletic Cultural Experiences (PACE) for Youth	Community Services	60,000	60,000
Main Street Project Inc.	Community Services	96,000	96,000
Manitoba Children's Museum Inc.***	Museums	120,000	-
Manitoba Eco Network*	Public Works	5,000	5,000
Manitoba Museum***	Museums	55,000	-
Manitoba Theatre for Young People	City Clerks	30,000	30,000

Organization	Department	2018 Budget	2019 Preliminary
Annual Grant Agreements (continued)			
Mediation Services	Community Services	$ 10,000	$ 10,000
New Directions - Alternative Solutions Day Service	Solid Waste Utility	30,000	30,000
Norwood Lawn Bowling Club*	Public Works	16,851	16,851
Pan Am Boxing Club	Community Services	25,100	25,100
Red Road Lodge	Community Services	8,400	8,400
River East Neighbourhood Network - Trails Committee*	Public Works	9,000	9,000
Ross House Museum	Museums	31,077	31,077
Rossbrook House	Community Services	256,339	256,339
Royal Aviation Museum of Western Canada Inc.***	Museums	55,000	-
Save Our Seine River Environment Inc.	Waterworks	30,000	30,000
Seven Oaks House Museum	Museums	28,226	28,226
Spence Neighbourhood Association - Community Liaison*	Community Services	21,150	21,150
Spence Neighbourhood Association- Recreation Programming *	Community Services	-	60,000
Spence Neighbourhood Association*	Public Works	2,000	2,000
St. Boniface Museum	Museums	450,000	450,000
Take Pride Winnipeg - General operating	Solid Waste Disposal	183,000	183,000
Take Pride Winnipeg - Cleaner Greener Winnipeg*	Public Works	27,000	27,000
Take Pride Winnipeg - Team Up to Clean Up & mural program*	City Clerks	20,000	20,000
Take Pride Winnipeg - Graffiti Control*	Public Works	20,000	20,000
Transcona Historical Museum Inc	Museums	155,000	155,000
Ukrainian Cultural and Educational Centre***	Museums	15,000	-
University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	Waterworks	30,000	30,000
University of Winnipeg-youthunited@winnipeg	Community Services	200,000	-
West End Biz - Parking infrastructure maintenance*	Parking Authority	32,500	32,500
West End Biz - Biz zone cleanliness*	Public Works	8,000	8,000
Winnipeg Arts Council Grants	City Clerks	4,645,319	4,645,319
Winnipeg Arts Council Museum Grants***	City Clerks	-	266,000
Winnipeg Art Gallery - Inuit Art Centre	City Clerks	1,000,000	1,000,000

Organization	Department	2018 Budget	2019 Preliminary
Annual Grant Agreements (continued)			
Winnipeg Harvest	Transit	$ 50,000	$ 50,000
Winnipeg Housing Rehabilitation Corporation	Planning, Property & Development	180,000	180,000
Winnipeg Parade Committee - Santa Claus Parade	City Clerks	20,000	20,000
Winnipeg Public Library Board	Community Services	79,315	79,315
The W.R.E.N.C.H. (Winnipeg Repair Education and Cycling Hub)	Community Services	10,000	10,000
Annual Grant Agreements Total		**$ 19,525,405**	**$ 18,546,905**
Multi-Year Agreements			
Assiniboine Park Conservancy	Community Services	$ 10,876,000	$ 11,078,000
Band 40 Aboriginal Youth Scholarship	Waterworks	4,000	4,000
CentreVenture - Youth for Christ building	Planning, Property & Development	241,597	241,597
East End Community Centre	Community Services	190,000	190,000
End Homelessness Winnipeg Inc. Annual grant ending in 2019.	Community Services	150,000	150,000
Garden City Community Centre	Community Services	358,929	358,929
True North - Refund of Business Tax	Assessment & Taxation	244,000	249,000
True North - Refund of Entertainment Funding Tax**	Assessment & Taxation	7,650,000	8,100,000
University of Manitoba - Research Chair in Municipal Infrastructure (annual grant ending in 2020)	Public Works	50,000	50,000
Winnipeg Football Club Entertainment Funding Tax Refund**	Assessment & Taxation	1,850,000	1,450,000
Winnipeg Goldeyes - Grant for Municipal Property Tax	Assessment & Taxation	42,400	43,100
Winnipeg Goldeyes - Refund of Entertainment Funding Tax**	Assessment & Taxation	300,000	325,000
Winnipeg Humane Society (WHS)	Animal Services	652,273	652,273
Winnipeg Police Museum	Police Service	18,000	18,000
Multi-Year Agreements Total		**$ 22,627,199**	**$ 22,909,899**
Other Programs			
Civic Initiatives, Promotional and Protocol	Mayor's Office	$ 503,000	$ 503,000
Graffiti Control Partner Funding Allocation*	Public Works	210,000	210,000

Organization	Department	2018 Budget	2019 Preliminary
Other Programs (continued)			
Local Grants (Per Capita Grants)	City Clerks	$ 167,481	$ 167,481
Minimal Municipal Services	Assessment & Taxation	310,000	310,000
Province of Manitoba (Off The Wall Program) - Graffiti Control*	Public Works	10,000	10,000
Transit Community Events Support	Transit	24,300	24,300
Estimated grants in support of cat spay and neuter programs	Animal Services	176,525	176,525
Winnipeg Soccer Federation	Municipal Accommodations	27,145	27,145
Other Programs Total		**$ 1,428,451**	**$ 1,428,451**
Cumulative Total		**$ 43,581,055**	**$ 42,935,255**

Notes:

* Includes Community Partnerships.

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

*** Transfer museums funding for 5 museums ($266,000 per year) to Winnipeg Arts Council (Council - September 20, 2018).

Organization	2018 Budget	2019 Preliminary
Indigenous Youth Strategy		
- 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	36,549
- Resource Assistance for Youth - Growing Opportunities	82,745	82,745
- youthunited@winnipeg (University of Winnipeg)	-	200,000
- Internal City of Winnipeg Projects	284,270	83,895
- 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.

Restatement of previous years Authorization amounts for (2008-2017) Indigenous Youth Strategy Grants:

Resource Assistance for Youth – 2010	$ 82,745
Spence Neighbourhood Association – multiple years	9,017
Ndinaweaaganag Endaawaad Inc. – 2011	1,000
Internal City of Winnipeg Projects	(92,762)
Net impact of Restatement	$ Nil

Reserves - Budget Summary

(in $000's)	2018 Forecast	2019 Preliminary Budget				Estimated Closing Balance *
		Revenue	Expenditures			
			Debt and Finance	Other	Total Expenses	
Stabilization Reserve						
Financial Stabilization	110,961	1,664	444	10,304	10,748	101,877
Subtotal	110,961	1,664	444	10,304	10,748	101,877
Capital Reserves						
Computer, Critical Systems and Support	1,589	1,395	6	2,014	2,020	964
Environmental Projects	106,383	94,397	422	30,000	30,422	170,358
Federal Gas Tax	11,681	44,020	-	55,385	55,385	316
Impact Fee	16,702	11,200	67	315	382	27,520
Landfill Rehabilitation	7,788	498	22	350	372	7,914
Local Street Renewal	94	35,371	1,472	33,898	35,370	95
Regional Street Renewal	115	30,871	1,332	29,538	30,870	115
Sewer System Rehabilitation	6,496	18,032	29	17,513	17,542	6,986
Southwest Rapid Transit Corridor	2,142	26	9	-	9	2,159
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	10,032	7,276	42	1,780	1,822	15,486
Transit Bus Replacement	83	43	14	-	14	112
Waste Diversion	5,188	59	20	300	320	4,927
Watermain Renewal	258	19,046	32	18,000	18,032	1,272
Subtotal	168,551	262,234	3,467	189,093	192,560	238,224
Special Purpose Reserves						
Brookside Cemetery	17,210	794	70	300	370	17,633
St. Vital Cemetery	1,224	62	6	15	21	1,264
Transcona Cemetery	854	47	5	10	15	887
Commitment	2,376	2,279	-	2,376	2,376	2,279
Contributions in Lieu of Land Dedication	8,763	1,970	36	1,188	1,224	9,509
Destination Marketing	14,834	9,878	2,241	11,178	13,419	11,292
Economic Development Investment	2,482	4,152	18	4,644	4,662	1,972
General Purpose	173	2	1	110	111	64
Heritage Investment	62	1,459	1	1,405	1,406	115
Housing Rehabilitation Investment	3,134	3,988	11	4,280	4,291	2,831
Insect Control	3,000	24	8	2,000	2,008	1,016
Insurance	4,758	57	19	1,700	1,719	3,096
Land Operating	17,434	17,487	70	17,482	17,552	17,369
Multi-Family Dwelling Tax Investment	1,469	4,384	7	5,497	5,504	349
Permit	1,376	15	5	203	208	1,183
Workers Compensation	3,173	1,431	13	2,393	2,406	2,198
Subtotal	81,323	48,017	2,507	54,781	57,288	72,050
Total	**360,835**	**311,915**	**6,418**	**254,178**	**260,596**	**412,151**

* Estimated closing balance may not result in the 2018 Forecast plus revenue less expenditures due to rounding.

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Tax Supported Transfers From Other Funds

Transfers from Other Funds	2018 Adopted	2019 Preliminary	Variance	
Financial Stabilization Reserve.	$ -	$ 10,303,733	$ 10,303,733	*
Insect Control Reserve.	1,000,000	2,000,000	1,000,000	*
Workers Compensation Reserve.	3,000,000	1,000,000	(2,000,000)	*
Insurance Reserve.	-	1,700,000	1,700,000	*
Economic Development Investment Reserve.	-	1,806,000	1,806,000	*
Multi-Family Dwelling Investment Reserve.	-	1,500,000	1,500,000	*
Permit Reserve.	1,000,000	203,000	(797,000)	*
Perpetual Maintenance Reserve.	317,397	325,461	8,064	
Housing Rehabilitation Investment Reserve.	587,330	152,054	(435,276)	
Land Operating Reserve.	2,535,000	235,000	(2,300,000)	*
Destination Marketing Reserve.	80,406	80,998	592	
Municipal Accommodations.	11,956,775	10,027,505	(1,929,270)	
Transit	1,300,000	-	(1,300,000)	*
Parking Authority	595,000	-	(595,000)	*
For 311 Contact Centre services provided.	1,451,235	1,452,448	1,213	
Business Technology Services (BTS) transfers.	145,838	145,838	-	
Total	**$ 23,968,981**	**$ 30,932,037**	**$ 6,963,056**	
* One-time transfers from reserves.	$ 9,430,000	$ 18,747,733	$ 9,317,733	
Dividends from Parking and Fleet SOAs.	5,163,146	10,154,023	4,990,877	
	$ 14,593,146	$ 28,901,756	$ 14,308,610	
Utility Dividends	$ 38,215,428	$ 34,212,072	$ (4,003,356)	

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Appendix 5A

Transfer to Capital Reconciliation

Departments	2018 Adopted Budget	2019 Preliminary Budget	Variance
Winnipeg Police Service	$ 3,277,000	$ 2,900,000	$ (377,000)
Public Works	16,107,000	5,481,000	(10,626,000)
Community Services	2,341,000	3,934,000	1,593,000
Planning, Property and Development		870,000	870,000
Assessment and Taxation/Local Improvements		530,000	530,000
Total tax supported	**$ 21,725,000**	**$ 13,715,000**	**$ (8,010,000)**
Transit	607,000	5,039,000	4,432,000
Municipal Accommodations	1,012,000	2,256,000	1,244,000
Total City Transfer to Capital	**$ 23,344,000**	**$ 21,010,000**	**$ (2,334,000)**
Corporate - Savings from capital closure	(1,512,234)	(2,524,798)	(1,012,564)
TOTAL	**$ 21,831,766**	**$ 18,485,202**	**$ (3,346,564)**

Notes:

1. Public Works transfer to capital excludes transfers to the regional and local streets reserves (2018 - $55.040 million and 2019 - $66.240 million) and transfer to capital - frontage levy of $10 million.

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

Tax Supported:	
a) Transfer to capital reduction	(8,010,000)
b) Corporate - difference in savings from capital closure	(1,012,564)
Total Tax Supported	(9,022,564)
Utility - transfer to capital year over year change:	
Transit	4,432,000
Municipal Accommodations	1,244,000
Total City Transfer to Capital change	**(3,346,564)**

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Appendix 5B

2019 Operating Budget Reconciliation
Variances Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2018 Adopted Budget (Restated)	2019 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[1]:					
Departmental:					
Police Service	$ 291,449,496	**$ 301,417,319**	$ (377,000)		$ 10,344,823
Public Works	241,374,571	**244,732,208**	(10,626,000)	11,200,000	2,783,637
Fire Paramedic Service	193,457,211	**201,517,450**			8,060,239
Community Services	109,946,115	**113,785,830**	1,593,000		2,246,715
Planning, Property and Development	40,429,758	**43,862,978**	870,000		2,563,220
Water and Waste	22,335,314	**23,225,817**			890,503
Street Lighting	13,305,829	**13,116,449**			(189,380)
Assessment and Taxation	22,432,561	**23,553,779**	530,000		591,218
Innovation, Transformation & Technology	20,435,658	**25,113,159**			4,677,501
City Clerks	13,161,023	**13,559,621**			398,598
Corporate Finance	8,326,509	**8,341,593**			15,084
Customer Service and Communications	8,170,630	**8,537,608**			366,978
Human Resources	6,188,587	**6,054,877**			(133,710)
Other departments	17,323,092	**17,940,792**			617,700
Sub-total Departmental	$ 1,008,336,354	**$ 1,044,759,480**	$ (8,010,000)	$ 11,200,000	$ 33,233,126
Corporate:					
Debt and finance charges	$ 518,189	**$ 3,369,698**			$ 2,851,509
Taxes	11,065,558	**11,454,223**			388,665
Insurance and damage claims	3,585,356	**3,716,624**			131,268
Contribution to Transit	66,404,784	**70,560,859**			4,156,075
Other	(7,822,479)	**(9,108,941)**	(1,012,564)		(273,898)
Sub-total Corporate	$ 73,751,408	**$ 79,992,463**	$ (1,012,564)	$ -	$ 7,253,619
Total Expenditures	**$ 1,082,087,762**	**$ 1,124,751,943**	**$ (9,022,564)**	**$ 11,200,000**	**$ 40,486,745**

Notes:

1. 2018 Adopted Budget figures have been restated for the reorganization of Corporate Support Services.

2. In 2018, Innovation and Information Technology, Customer Service and Communications, and Human Resources were reported in Corporate Support Services (CSS). CSS was reorganized into individual departments for 2019.

3. Public Works' transfer to capital variance includes transfers to the regional and local street renewal reserves of $11.20 million (2018 - $55.04 million and 2019 - $66.24 million). The transfer to capital - frontage levy is budgeted at $10 million for each of 2018 and 2019.

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Appendix 5C

2019 Operating Budget Reconciliation
Budget Net of Transfer to Capital / Regional and Local Street Renewal Reserves / Frontage Levy
Tax Supported Summary

	2018 Net Budget	2019 Net Budget	Variance
Expenditures:			
Departmental:			
Police Service	$ 288,172,496	$ 298,517,319	$ 10,344,823
Public Works	160,227,571	163,011,208	2,783,637
Fire Paramedic Service	193,457,211	201,517,450	8,060,239
Community Services	107,605,115	109,851,830	2,246,715
Planning, Property and Development	40,429,758	42,992,978	2,563,220
Water and Waste	22,335,314	23,225,817	890,503
Street Lighting	13,305,829	13,116,449	(189,380)
Assessment and Taxation	22,432,561	23,023,779	591,218
Innovation, Transformation & Technology	20,435,658	25,113,159	4,677,501
City Clerks	13,161,023	13,559,621	398,598
Corporate Finance	8,326,509	8,341,593	15,084
Customer Service and Communications	8,170,630	8,537,608	366,978
Human Resources	6,188,587	6,054,877	(133,710)
Other departments	17,323,092	17,940,792	617,700
Sub-total Departmental	$ 921,571,354	$ 954,804,480	$ 33,233,126
Corporate:			
Debt and finance charges	$ 518,189	$ 3,369,698	$ 2,851,509
Taxes	11,065,558	11,454,223	388,665
Insurance and damage claims	3,585,356	3,716,624	131,268
Contribution to Transit	66,404,784	70,560,859	4,156,075
Other	(6,310,245)	(6,584,143)	(273,898)
Sub-total Corporate	$ 75,263,642	$ 82,517,261	$ 7,253,619
Total Expenditures before Transfer to the General Capital Fund	**$ 996,834,996**	**$ 1,037,321,741**	**$ 40,486,745**
Capital:			
Transfer to Capital Tax Supported	10,225,000	13,715,000	3,490,000
Incremental Transfer to Capital	11,500,000		(11,500,000)
Transfer to Regional Street Renewal Reserve	25,270,000	30,870,000	5,600,000
Transfer to Local Street Renewal Reserve	29,770,000	35,370,000	5,600,000
Transfer to Capital - Frontage Levy	10,000,000	10,000,000	
Capital Closing Surplus	(1,512,234)	(2,524,798)	(1,012,564)
Total Transfer to the General Capital Fund	**$ 85,252,766**	**$ 87,430,202**	**$ 2,177,436**
Total Expenditures	**$ 1,082,087,762**	**$ 1,124,751,943**	**$ 42,664,181**

Cash to Capital Surpluses - 2018 Capital Review
Tax Supported Summary

	2018
Total for tax supported departments	
Balance prior to cash to capital surpluses from 2018 capital review	$ 233,561
Cash to capital surpluses from 2018 capital review (see detailed list on the following pages)	2,291,237
Total Cash to Capital Surpluses after 2018 Capital Review	**$ 2,524,798**
Use of Cash to Capital Surpluses	
Amount utilized to reduce transfer to General Capital Fund in the 2019 tax supported operating budget	2,524,798
Amount retained in Corporate non-specified capital account (see note below)	-
Total	**$ 2,524,798**

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 - 2018 Capital Review
List of Project Net Surpluses Closed
Tax Supported Departments

Project Name	Project Year	Net Surplus
Public Works		
Waverley West Arterial Roads	2010	$ 1,375,627
Portage Avenue Bridge (Sturgeon Creek)	2012	11,908
Sand / Salt Storage Facility	2012	38,143
Active Transportation Corridors	2012	2,601
Panet Road / Molson Street Twinning - Munroe Avenue to Grassie Boulevard	2013	250,915
Asset Management System - Various Divisions	2014	4,447
Park Improvements	2014	64,378
Strategic Municipal Infrastructure Research (SMIR) - Liquid Spray for Fertilizer	2016	11,680
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2017	78,730
Disraeli Bridge and Overpass Facility	2017	200,000
Total Public Works		**2,038,429**
Municipal Accommodations & Planning, Property and Development		
Developer Payback	2017	40
Total Municipal Accommodations & Planning, Property and Development		**40**
Fire Paramedic Service		
Equipment Obsolescence - Hazardous Materials	2016	54,000
Equipment Obsolescence - Toughbooks	2017	37,207
Total Fire Paramedic Service		**91,207**
Corporate Support Services		
PeopleSoft Upgrade	2016	330
Total Corporate Support Services		**330**
Assessment and Taxation		
2014 / 2015 Local Improvements	2014/2015	161,231
Total Assessment and Taxation		**161,231**
Net cash to capital surpluses from 2018 capital review - tax supported departments		**$ 2,291,237**

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2018 Capital Closure Review
Summary of Building Communities II Surplus by Ward

Ward		Surplus
Charleswood - Tuxedo - Westwood	$	16,821.56
Daniel McIntrye		6,757.00
Elmwood - East Kildonan		38,987.00
Fort Rouge - East Fort Garry		4,304.00
Mynarski		663.28
North Kildonan		49,595.00
Old Kildonan		29,295.00
Point Douglas		8,061.19
River Heights - Fort Garry		8,059.00
St. Boniface		1,556.00
St. James		15,632.04
St. Norbert - Seine River		2,119.25
St. Vital		19,993.53
Transcona		16,727.00
Waverley West		2,119.25
	$	**220,690.10**

2019 Fees and Charges Schedule
Increases Greater than Inflation

Service Name Fee Name and Description	Rate 2018 ($)	Proposed 2019 Rate ($)	Units
All new and above inflation rates are Effective April 1, 2019			
Solid Waste Collection and Disposal			
Residential Property Collection:			
Waste diversion user fee for all residential properties	$0.1575	$0.1726	per day, per dwelling unit
Non-Residential with 0-600L garbage container capacity and 2,250L or more recycling container capacity per week:			
Waste diversion user fee (exceptions - no charge for registered charities and places of worship)	$0.1575	$0.1726	per day, per property

Fees and Charges - Inflationary Increases

Fees and Charges By-Law 196-2008 outlines the following:

Inflationary Increases to fees authorized

3(1) Subject to this By-law the Chief Financial Officer is hereby authorized to increase annually any fee imposed by the City of Winnipeg by an amount equal to or less that the rate of inflation.

The rate of inflation used for the 2019 fees was the last actual rate published by Statistics Canada (at the time of this budget process) - the Consumer Price Index (CPI) for Winnipeg in 2017 - 1.6%

Previous inflation rates used for past Fees and Charges Schedules:

2018 - 1.2% (CPI in 2016)
2017 - 1.4% (CPI in 2015)
2016 - 1.9% (CPI in 2014)
2015 - 2.3% (CPI in 2013)
2014 - 1.5% (CPI in 2012)

Asset Management and Capital Recoveries

Asset Management and Capital Project Management Recoveries

Departments	2018 Adopted Budget (Restated)	2019 Preliminary Budget	Budget Variance	2018 Adopted Budget FTEs	2019 Preliminary Budget FTEs	FTE Variance
Chief Administrative Office	411,498	416,934	5,436	3.00	3.00	-
Community Services	380,941	387,375	6,434	3.00	3.00	-
Corporate Finance	114,984	106,600	(8,384)	1.00	1.00	-
Innovation, Transformation and Technology	480,797	490,770	9,973	4.00	4.00	-
Fire Paramedic Services	138,068	140,920	2,852	1.00	1.00	-
Planning, Property & Development (including Municipal Accommodations)	758,453	780,772	22,319	7.00	7.00	-
Public Works	1,434,144	1,434,144	-	8.00	8.00	-
TOTAL	**3,718,885**	**3,757,515**	**38,630**	**27.00**	**27.00**	**-**

Other Capital Fund Recoveries

Departments	2018 Adopted Budget (Restated)	2019 Preliminary Budget	Budget Variance	2018 Adopted Budget FTEs	2019 Preliminary Budget FTEs	FTE Variance
Community Services	71,000	79,628	8,628	1.00	1.00	-
Legal Services	95,249	140,254	45,005	1.00	1.00	-
Planning, Property & Development (Municipal Accommodations)	321,492	311,019	(10,473)	3.64	3.64	-
Public Works	2,769,374	2,769,374	-	19.00	19.00	-
Transit	867,017	562,934	(304,083)	7.33	5.00	**(2.33)**
Water and Waste	2,178,201	2,223,663	45,462	5.42	5.00	**(0.42)**
TOTAL	**6,302,333**	**6,086,872**	**(215,461)**	**37.39**	**34.64**	**(2.75)**

TOTAL	**$ 10,021,218**	**$ 9,844,387**	**$ (176,831)**	**64.39**	**61.64**	**(2.75)**

Notes:

(1) Asset Management and Capital Project Management Recoveries include Project Management Office (PMO) positions to date as part of the Asset Management initiative.

(2) 2018 restated due to reorganization of Corporate Support Services where Innovation, Transformation and Technology is shown separately and Infrastructure Planning Office transferred from Corporate Finance to Chief Administrative Office.

(3) Budget includes salary and non-salary amounts.

(4) Other Capital Fund Recoveries include administration for Community Incentive Grant Program (CIGP), Legal Services large scale projects, in-house engineering, etc.

(5) Temporary positions authorized in capital projects or programs in 2019 and prior that may have an impact on 2019 operations total $9.647 million, 104.7 FTEs.

	FTEs	($ 000's)
Tax Supported	87.0	$ 7,964
Utilities	17.7	1,683
TOTAL CITY	104.7	$ 9,647

The City of Winnipeg
2018 Consolidated Budget

(in thousands of dollars)	2018	2017	Change
Revenues			
Taxation	$ 733,693	$ 714,901	$ 18,792
Sale of services and regulatory fees	641,842	606,829	35,013
Government transfers	190,332	193,403	(3,071)
Investment income	29,213	28,131	1,082
Land sales and other revenue	25,664	29,964	(4,300)
Total Revenues	**1,620,745**	**1,573,228**	**47,517**
Expenses			
Protection and community services	542,224	525,443	16,781
Utility operations	456,060	419,283	36,777
Public works	322,105	342,517	(20,411)
Property and development	141,469	147,426	(5,957)
Finance and administration	97,329	89,304	8,024
Civic corporations	78,971	70,466	8,505
General government	32,142	51,329	(19,187)
Total Expenses	**1,670,299**	**1,645,768**	**24,531**
Deficiency Revenues Over Expenses Before Other	**(49,555)**	**(72,540)**	**22,985**
Other			
Government transfers related to capital	235,128	176,636	58,492
Developer contributions-in-kind related to capital	91,540	88,465	3,075
	326,668	**265,101**	**61,567**
Excess Revenues Over Expenses	**$ 277,113**	**$ 192,561**	**$ 84,552**

2018 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 746,196	$ (12,503)	$ 733,693
Sale of services and regulatory fees	654,925	(13,083)	641,842
Government transfers	188,527	1,805	190,332
Land sales and other revenue	355,644	(329,980)	25,664
Investment income	42,148	(12,935)	29,213
Total Revenues	**1,987,440**	**(366,695)**	**1,620,745**
Expenses			
Protection and community services	605,476	(63,252)	542,224
Utility operations	573,738	(117,678)	456,060
Public works	382,205	(60,100)	322,105
Property and development	168,618	(27,149)	141,469
Finance and administration	143,746	(46,417)	97,329
Civic corporations	-	78,971	78,971
General government	78,424	(46,282)	32,142
Total Expenses	**1,952,207**	**(281,908)**	**1,670,299**
(Deficiency) Revenues Over Expenses Before Other	**35,233**	**(84,788)**	**(49,555)**
Other			
Government transfers related to capital			
Province of Manitoba	-	113,658	113,658
Federal gas tax	44,384	-	44,384
Other capital funding	-	77,086	77,086
Total government transfers related to capital	44,384	190,744	235,128
Developer contributions-in-kind related to capital	-	91,540	91,540
	44,384	**282,284**	**326,668**
Excess/(Deficiency) Revenues Over Expenses	**$ 79,617**	**$ 197,496**	**$ 277,113**

* The Adopted Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,082,088	1,082,088	-
- Utilities	649,223	593,179	56,044
- Special Operating Agencies	78,157	84,239	(6,082)
- Reserves	222,356	192,701	29,655
Total	2,031,824	1,952,207	79,617

Appendix 9

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

Revenues	
1. Eliminate inter-fund transfers	(466,538)
2. Eliminate fleet charges paid by City entities	(49,677)
3. Eliminate grants to Civic Corporations	(16,039)
4. Eliminate property taxes paid by City entities	(15,699)
5. Eliminate water revenue paid by City entities	(3,045)
6. Eliminate general government charges	(3,719)
7. Include capital related revenue not included in the Other category	107,609
8. Include revenue for Civic Corporations	79,920
9. Other	493
	(366,695)
Expenses	
1. Eliminate inter-fund transfers	(569,371)
2. Eliminate fleet charges paid by City entities	(49,677)
3. Eliminate grants paid to Civic Corporations	(16,334)
4. Eliminate property taxes paid by City entities	(15,699)
5. Eliminate water expense paid by City entities	(3,045)
6. Eliminate general government charges	(3,719)
7. Include capital expenses	286,097
8. Include expenses for Civic Corporations	64,004
9. Increase in liability for environmental issues, vacation and workers' compensation	8,853
10. Include amortization for Civic Corporations	14,422
11. Other	2,561
	(281,908)
Other	
Include estimates for revenue related to capital funding from government and developers	282,284

2018 Consolidated Budget
Statement of Change in Net Financial Liabilities

(For the year ended December 31 in thousands of dollars)	2018	2017	Change
Excess Revenues Over Expenses	**$ 277,113**	**$ 192,561**	**$ 84,552**
Amortization of tangible capital assets	256,958	246,784	10,174
Proceeds on disposal of tangible capital assets	5,065	5,340	(275)
Loss on sale of tangible capital assets	548	1,682	(1,134)
Change in inventories, prepaid expenses and deferred charges	(1,117)	(1,021)	(96)
Tangible capital assets received as contributions	(91,540)	(88,465)	(3,075)
Acquisition of tangible capital assets	(572,529)	(536,134)	(36,395)
Decrease in Net Financial Assets	**(125,502)**	**(179,253)**	**53,751**
Net Financial Liabilities, Beginning of Year	(630,786)	(660,468)	29,682
Net Financial Liabilities, End of Year	**$ (756,288)**	**$ (839,721)**	**$ 83,433**

Capital Projects Summary

2019 Preliminary Capital Budget
And 2020 to 2024 Five-Year Forecast

Notes:

1. In the attached Capital Projects Summary, tax supported capital projects are financed by cash to capital unless other funding is disclosed for the project.

2. Over the past several years, the City has prepared Volume 1 – "Community Trends and Performance Report". Included in Appendix 1 of the report is a Financial Trends section setting out details concerning the City's structural deficit which has been described as financially unsustainable. The City has been contributing cash from its operating budget to the capital budget for many years which at times has averaged over $60 million. This cash has been used to pay for capital projects which otherwise would require debt financing or further support from federal and provincial partners. However, the City reduced its contribution to the capital budget by $23.2 million ($78.8 million to $55.6 million) commencing in 2017, $57 million ($80.3 million to $23.3 million) in 2018 and $44.9 million ($65.9 million to $21.0 million) in 2019. In 2020 onwards, cash to capital planned contributions in the capital budget (Volume 3) remain at values over $60 million even though the City's contribution levels have fallen to $21.0 million. In turn Appendix 1 of the operating budget (Volume 2) reflects higher value cash to capital contributions leading to growing structural deficits of $104.8 million in 2020 and $131.9 million in 2021. If the City is unable to contribute cash to capital in excess of $60 million in 2020 onwards, it will need to consider increased debt to maintain the capital program at its planned levels, significantly reduce the capital program, reduce expenses or increase revenues.

   On June 21, 2018, Council approved a report directing the Public Service to initiate a process to implement a multi-year budget approach effective for the 2020 budget year, with a particular focus on addressing the structural deficit in tax-supported City operations. Significant financial decisions will need to be considered to balance future operating budgets with a view to maintaining levels of service both in tax-supported operations and capital.

Capital Budget Overview

2019 Preliminary Capital Financing Sources

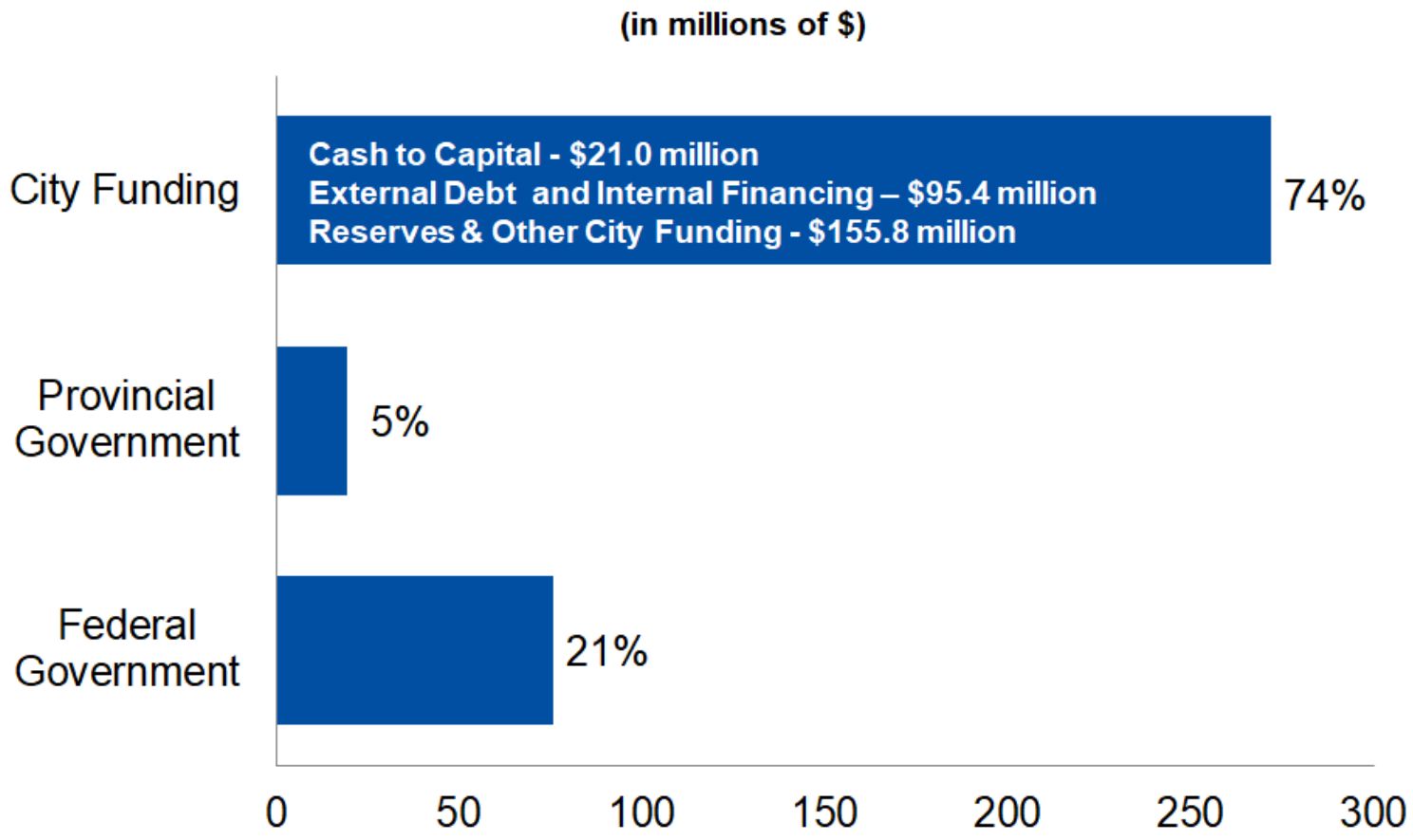


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CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
SUMMARY OF CAPITAL PROGRAM									
Public Works		164,726	118,384	150,609	177,219	191,016	178,253	174,703	990,184
Community Services and Community Incentive Grants		20,420	30,640	12,135	29,231	15,692	13,549	11,518	112,765
Winnipeg Police Service		3,277	4,558	2,966	5,540	6,616	2,789	3,075	25,544
Fire Paramedic Service		4,093	16,085	15,948	3,891	6,355	2,531	2,724	47,534
Planning, Property and Development		1,725	2,735	3,068	2,994	2,323	1,142	2,251	14,513
City Clerks		700			200	1,400	150		1,750
Innovation, Transformation and Technology [1]		9,317	11,353	11,524	9,567	9,094	7,723	7,450	56,711
Customer Service and Communications [1]		250		350	150	100	450	450	1,500
Assessment and Taxation		2,408	2,350	1,800	2,350	2,750	2,400	2,650	14,300
Total Tax Supported		206,916	186,105	198,400	231,142	235,346	208,987	204,821	1,264,801
Municipal Accommodations		7,463	18,196	6,375	7,993	4,881	5,729	8,097	51,271
Transit		31,863	39,771	34,293	38,271	37,952	40,397	41,943	232,627
Total Tax Supported, Transit and Municipal Accommodations		246,242	244,072	239,068	277,406	278,179	255,113	254,861	1,548,699
Self-Supporting Utilities									
Waterworks System		28,483	25,000	36,930	35,320	32,430	28,045	29,035	186,760
Sewage Disposal System		68,360	64,189	66,615	57,585	61,795	67,555	93,470	411,209
Solid Waste Disposal System		4,510	3,625	3,870	1,485	3,550	1,950	700	15,180
Land Drainage and Flood Control		9,790	7,195	5,710	3,600	5,770	5,600	7,200	35,075
Total Self-Supporting Utilities		111,143	100,009	113,125	97,990	103,545	103,150	130,405	648,224
Special Operating Agencies									
Winnipeg Fleet Management Agency [2]		22,681	23,313	16,439	16,789	16,789	16,789	16,789	106,908
Winnipeg Golf Services				1,000					1,000
Winnipeg Parking Authority [2]			121	178	126	172	137	238	972
Total Special Operating Agencies		22,681	23,434	17,617	16,915	16,961	16,926	17,027	108,880
TOTAL CAPITAL PROGRAM		380,066	367,515	369,810	392,311	398,685	375,189	402,293	2,305,803

Notes:

1. In 2018, Innovation, Transformation and Technology, and Customer Service and Communications were reported in Corporate Support Services (CSS). CSS was reorganized into individual departments so the 2018 figures have been restated accordingly.

2. The 2018 Adopted Capital Budget has been restated to include Winnipeg Fleet Management Agency and Winnipeg Parking Authority.

2018 Adopted Budget	357,385
Winnipeg Fleet Management Agency	22,681
Winnipeg Parking Authority	
2018 Restated Budget	**380,066**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
SUMMARY OF FINANCING SOURCES									
Cash to Capital		23,344	21,010	65,141	66,565	71,178	65,136	71,178	360,208
Frontage Levy		10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Public Private Partnership Annual Service / Financing Payments		(28,320)	(26,357)	(37,415)	(37,774)	(37,915)	(38,218)	(38,652)	(216,331)
Reserves:									
- Transit Bus Replacement		1,437		5,681	11,773	12,640	14,000	14,504	58,598
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment		350	1,780	14,460	14,720	14,760	14,880	15,190	75,790
- Water Main Renewal		16,500	16,500	18,000	19,000	19,500	20,000	20,000	113,000
- Sewer System Rehabilitation		18,200	17,500	18,500	19,500	20,000	20,500	21,000	117,000
- Environmental Projects		26,098	31,100	32,610	24,110	29,120	27,120	25,130	169,190
- Landfill Rehabilitation Reserve		210	875	420	285	2,800	200	200	4,780
- Waste Diversion		700		250			450		700
- Financial Stabilization			1,035	1,035	1,035	1,035	1,035		5,175
- Land Operating		5,000	7,370	4,065	2,665	965	965	2,665	18,695
- Computer, Critical Systems and Support Reserve		126							
- Insurance Reserve (Proceeds)		250							
- Local Street Renewal		28,298	13,898	26,236	45,698	51,898	62,898	74,298	274,926
- Regional Street Renewal		23,938	29,538	28,800	41,338	47,538	49,538	51,538	248,290
- Economic Development Investment		2,444	3,741						3,741
Interim Financing (Repayment)		1,005	(4,095)	(4,350)	(3,272)	(423)			(12,140)
Contributions from Other Levels of Government:									
- Federal Gas Tax / Surplus		39,126	58,682	44,396	46,414	46,414	48,432	48,432	292,770
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132						1,132
- Federal New Building Canada Fund			12,000	25,000	26,000	24,000	13,000		100,000
- Veterans Affairs Canada		150	700	800	700	150			2,350
- Public Transit Infrastructure Fund (Federal Government)		11,925	3,402						3,402
- Public Transit Infrastructure Fund (Provincial Government)		5,648	438						438
- Province of Manitoba					3,900				3,900
- Province of Manitoba Roads		50,000							
- Province of Manitoba Accelerated Regional Roads			17,000	15,000	29,100	29,100	9,800		100,000
- Shared Health Capital Grant			1,877	1,569	779	22			4,247
- Transfer from Other Capital Accounts / Surplus Capital: Manitoba Winnipeg Infrastructure Agreement		100							
Other Funders:									
- Developer Funding / Developer Capacity Charges		3,100		2,586	500	700	1,000	1,700	6,486
- St. James 55+ Centre (Winnipeg Foundation)		(250)							
- Sponsorship / Sponsor Winnipeg		95	95	95					190
- External Funding (Sewer)		250							

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Retained Earnings - Transit			6,992		139				7,131
Retained Earnings - Self-supporting Utilities		33,928	25,339	35,135	31,495	26,355	29,280	56,875	204,479
Accumulated Surplus (Retained Earnings) - Special Operating Agencies		1,457	1,098	1,439	1,245	1,291	1,256	1,357	7,686
Transfer from Sewage Disposal System Fund		6,690	6,324	5,710	3,100	5,070	4,600	5,500	30,304
External Debt		48,249	38,187	37,469	17,626	6,817	3,647	5,708	109,454
Debt - Fleet Borrowing		21,224	22,336	15,178	15,670	15,670	15,670	15,670	100,194
Internal Financing		22,143	34,900						34,900
Transfers from Other Capital Accounts / Surplus Capital		6,651	13,118	2,000					15,118
TOTAL FINANCING SOURCES		380,066	367,515	369,810	392,311	398,685	375,189	402,293	2,305,803

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET BUDGET 2019	FORECAST 2020	2021	2022	2023	2024	6 YEAR TOTAL 2019-2024
FINANCING SOURCES									
Tax Supported, Transit and Municipal Accommodations									
Cash to Capital		23,344	21,010	64,141	66,565	71,178	65,136	71,178	359,208
Frontage Levy		10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Public Private Partnership Annual Service / Financing Payments		(28,320)	(26,357)	(37,415)	(37,774)	(37,915)	(38,218)	(38,652)	(216,331)
Reserves:									
- Transit Bus Replacement		1,437		5,681	11,773	12,640	14,000	14,504	58,598
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment		350	1,780	14,460	14,720	14,760	14,880	15,190	75,790
- Economic Development Investment		2,444	3,741						3,741
- Financial Stabilization			1,035	1,035	1,035	1,035	1,035		5,175
- Land Operating		5,000	7,370	4,065	2,665	965	965	2,665	18,695
- Computer, Critical Systems and Support Reserve		126							
- Insurance Reserve (Proceeds)		250							
- Local Street Renewal		28,298	13,898	26,236	45,698	51,898	62,898	74,298	274,926
- Regional Street Renewal		23,938	29,538	28,800	41,338	47,538	49,538	51,538	248,290
Interim Financing (Repayment)		1,005	(4,095)	(4,350)	(3,272)	(423)			(12,140)
Contributions from Other Levels of Government:									
- Federal Gas Tax		39,126	58,682	44,396	46,414	46,414	48,432	48,432	292,770
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132						1,132
- Federal New Building Canada Fund			12,000	25,000	26,000	24,000	13,000		100,000
- Veterans Affairs Canada		150	700	800	700	150			2,350
- Public Transit Infrastructure Fund (Federal Funding)		11,925	3,402						3,402
- Public Transit Infrastructure Fund (Provincial Funding)		5,648	438						438
- Province of Manitoba					3,900				3,900
- Province of Manitoba Roads		50,000							
- Province of Manitoba Accelerated Regional Roads			17,000	15,000	29,100	29,100	9,800		100,000
- Shared Health Capital Grant			1,877	1,569	779	22			4,247
- Transfer from Other Capital Accounts / Surplus Capital: Manitoba Winnipeg Infrastructure Agreement		100							
Other Funders:									
- Developer Funding / Developer Capacity Charges				2,586					2,586
- St. James 55+ Centre (Winnipeg Foundation)		(250)							
- Sponsorship / Sponsor Winnipeg		95	95	95					190
External Debt		45,449	38,187	34,969	17,626	6,817	3,647	5,708	106,954
Internal Financing		22,143	34,900						34,900
Retained Earnings - Transit			6,992		139				7,131
Transfers from Other Capital Accounts / Surplus Capital		3,984	10,747	2,000					12,747
Total Tax Supported, Transit and Municipal Accommodations		246,242	244,072	239,068	277,406	278,179	255,113	254,861	1,548,699

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET BUDGET 2019	FORECAST 2020	2021	2022	2023	2024	6 YEAR TOTAL 2019-2024
Self-Supporting Utilities									
Reserves:									
- Sewer System Rehabilitation		**18,200**	**17,500**	**18,500**	**19,500**	**20,000**	**20,500**	**21,000**	**117,000**
- Water Main Renewal		**16,500**	**16,500**	**18,000**	**19,000**	**19,500**	**20,000**	**20,000**	**113,000**
- Environmental Projects		**26,098**	**31,100**	**32,610**	**24,110**	**29,120**	**27,120**	**25,130**	**169,190**
- Landfill Rehabilitation Reserve		**210**	**875**	**420**	**285**	**2,800**	**200**	**200**	**4,780**
- Waste Diversion		**700**		**250**			**450**		**700**
Retained Earnings - Self-supporting Utilities		**33,928**	**25,339**	**35,135**	**31,495**	**26,355**	**29,280**	**56,875**	**204,479**
Transfer from Sewage Disposal System Fund		**6,690**	**6,324**	**5,710**	**3,100**	**5,070**	**4,600**	**5,500**	**30,304**
Developer Funding / Developer Capacity Charges		**3,100**			**500**	**700**	**1,000**	**1,700**	**3,900**
External Funding (Sewer)		**250**							
External Debt		**2,800**		**2,500**					**2,500**
Transfers from Other Capital Accounts		**2,667**	**2,371**						**2,371**
Total Self-Supporting Utilities		**111,143**	**100,009**	**113,125**	**97,990**	**103,545**	**103,150**	**130,405**	**648,224**
Special Operating Agencies									
Cash to Capital				**1,000**					**1,000**
Accumulated Surplus (Retained Earnings)		**1,457**	**1,098**	**1,439**	**1,245**	**1,291**	**1,256**	**1,357**	**7,686**
Debt - Fleet Borrowing		**21,224**	**22,336**	**15,178**	**15,670**	**15,670**	**15,670**	**15,670**	**100,194**
Total Special Operating Agencies		**22,681**	**23,434**	**17,617**	**16,915**	**16,961**	**16,926**	**17,027**	**108,880**
TOTAL FINANCING SOURCES		**380,066**	**367,515**	**369,810**	**392,311**	**398,685**	**375,189**	**402,293**	**2,305,803**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET BUDGET 2019	FORECAST 2020	2021	2022	2023	2024	6 YEAR TOTAL 2019-2024
CAPITAL PROJECTS LISTING									
PUBLIC WORKS									
Active Transportation Facilities									
Pedestrian and Cycling Program									
- Cash to Capital				1,684	1,805	2,431	946		6,866
- Province of Manitoba Roads		2,700							
- 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)
- Federal Gas Tax / Surplus			1,743	286	1,617	992	1,754	2,700	9,092
- External Debt		2,700							
- Internal Financing			957						957
- Transfer from Prior Year Authorization			324						324
Total Pedestrian and Cycling Program	2-1	5,400	3,024	1,815	150	3,000	2,700	2,700	13,389
Tache Promenade									
- Cash to Capital				3,000					3,000
- Interim Financing from General Capital Fund / (Repayment)				(3,000)					(3,000)
Total Tache Promenade	2-5								
Total Active Transportation Facilities		5,400	3,024	1,815	150	3,000	2,700	2,700	13,389
Street Improvements									
Developer Payback - Various Locations									
- Cash to Capital				8,966					8,966
- Federal Gas Tax		3,321		7,147					7,147
- External Debt		6,816							
Total Developer Payback - Various Locations	2-6	10,137		16,113					16,113
Tuxedo Yards Development - First charge against the 2019 Capital Budget of up to $1.25 million (Council March 22, 2018)									
- Economic Development Investment Reserve	2-7	2,444	3,741						3,741
Transportation Master Plan	2-8		250	875	125	250	250	250	2,000
Traffic Signals Improvements									
- Frontage Levy				688	342				1,030
- Province of Manitoba Roads		215							
- Internal Financing			1,030						1,030
Total Traffic Signals Improvements	2-9	215	1,030	688	342				2,060

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Traffic Signals Loops									
- Cash to Capital		50	250			250	250	250	1,000
- Frontage Levy				125	250				375
- Province of Manitoba Roads		50							
Total Traffic Signals Loops	2-10	100	250	125	250	250	250	250	1,375
Permanent Traffic Monitoring Stations									
- Cash to Capital			445						445
- Internal Financing		385	500						500
- Frontage Levy				623					623
- Province of Manitoba Roads		385							
Total Permanent Traffic Monitoring Stations	2-11	770	945	623					1,568
Traffic Engineering Improvements - Various Locations									
- Cash to Capital						1,300	1,900	1,900	5,100
- Frontage Levy				950	1,900				2,850
- Internal Financing		250	1,575						1,575
- Province of Manitoba Roads		850							
Total Traffic Engineering Improvements - Various Locations	2-12	1,100	1,575	950	1,900	1,300	1,900	1,900	9,525
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)		1,500							
Inner-Ring Road - Functional Design	2-13							1,000	1,000
Marion Street Improvements - Functional Design Study									
- Transfer from Prior Year Authorization	2-14		917						917
Total Street Improvements		16,266	8,708	19,374	2,617	1,800	2,400	3,400	38,299

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Regional and Local Street Renewal - First charge against the 2019 Capital Budget of up to: $2.5 million for Empress St - St. Matthews to Portage (Council December 12, 2017); $7.6 million for Fermor Ave - St. Anne's to Archibald (Council December 12, 2017); $4.8 million for Garry/Notre Dame - Notre Dame to Assiniboine/Portage to Princess (Council December 12, 2017); $8.86 million for Industrial/Commercial Streets projects (Council March 22, 2018)									
- Cash to Capital		**12,764**							
- Federal New Building Canada Fund (Regional)			**12,000**	**25,000**	**26,000**	**24,000**	**13,000**		**100,000**
- Federal Gas Tax (Local)		**11,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**12,000**	**72,000**
- Province of Manitoba Roads		**40,000**							
- Province of Manitoba Accelerated Regional Roads			**17,000**	**15,000**	**29,100**	**29,100**	**9,800**		**100,000**
- Local Street Renewal Reserve		**28,298**	**33,898**	**39,698**	**45,698**	**51,898**	**62,898**	**74,298**	**308,388**
- Regional Street Renewal Reserve		**23,938**	**29,538**	**35,338**	**41,338**	**47,538**	**49,538**	**51,538**	**254,828**
- Reduction from the Regional and Local Street Renewal Reserves due to Province of Manitoba 2018 Roads Funding Shortfall			**(20,000)**	**(20,000)**					**(40,000)**
- 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 Prior Year Authorization			**6,000**	**2,000**					**8,000**
- Developer Funding				**2,586**					**2,586**
Total Regional and Local Street Renewal	2-15	**116,000**	**86,436**	**111,622**	**154,136**	**164,536**	**147,236**	**137,836**	**801,802**
Waterway Crossings and Grade Separations									
Fermor Avenue Bridge (Seine River) - First charge against the 2019 Capital Budget of up to $5.1 million (Council December 12, 2017)									
- Cash to Capital			**250**						**250**
- Province of Manitoba Roads		**2,025**							
- Frontage Levy		**2,075**	**4,350**						**4,350**
Total Fermor Avenue Bridge (Seine River)	2-22	**4,100**	**4,600**						**4,600**
Saskatchewan Avenue Culvert (Sturgeon Creek)									
- Province of Manitoba Roads		**1,925**							
- Frontage Levy		**6,075**							
Total Saskatchewan Avenue Culvert (Sturgeon Creek)		**8,000**							
Osborne Street Underpass									
- Frontage Levy	2-23							**1,100**	**1,100**
Dublin Avenue Bridge (Omand's Creek)									
- Province of Manitoba Roads		**350**							
- Frontage Levy		**350**	**700**	**3,300**					**4,000**
Total Dublin Avenue Bridge (Omand's Creek)	2-24	**700**	**700**	**3,300**					**4,000**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
Sherwin Road Bridge (Omand's Creek)									
- Frontage Levy	2-25		700	1,400	1,400				3,500
Pembina Highway Overpass (Bishop Grandin) Rehabilitation									
- Cash to Capital						2,000	2,700		4,700
- Frontage Levy				950	2,000	6,000	5,000		13,950
Total Pembina Highway Overpass (Bishop Grandin) Rehabilitation	2-26			950	2,000	8,000	7,700		18,650
Kenaston/Route 90 Widening and St. James Bridges (formerly St. James Bridge South Bound)									
- Frontage Levy	2-27		2,163						2,163
St. Vital Bridge Rehabilitation									
- Cash to Capital								9,900	9,900
- Frontage Levy						2,000	3,000	6,900	11,900
Total St. Vital Bridge Rehabilitation	2-28					2,000	3,000	16,800	21,800
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)	2-29						1,000	2,000	3,000
Waterway Crossing and Grade Separations - Annual Program									
- Cash to Capital						1,000	1,000	1,000	3,000
- Province of Manitoba Roads		1,500							
- Frontage Levy		1,500	2,087	1,964	4,108	2,000	2,000	2,000	14,159
- Internal Financing			913						913
Total Waterway Crossing and Grade Separations - Annual Program	2-30	3,000	3,000	1,964	4,108	3,000	3,000	3,000	18,072
Disraeli Bridge and Overpass Facility									
- Cash to Capital		865	662	650	550	600	600	600	3,662
- Federal Gas Tax		17,385	14,118	12,463	12,617	12,622	12,725	12,735	77,280
- Public Private Partnership Annual Service / Financing Payments		(11,959)	(11,873)	(11,927)	(11,981)	(12,036)	(12,139)	(12,149)	(72,105)
- Debt servicing - repayment of debt		(6,291)	(2,907)	(1,186)	(1,186)	(1,186)	(1,186)	(1,186)	(8,837)
Total Disraeli Bridge and Overpass Facility	2-31								
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	2-33								
Total Waterway Crossings and Grade Separations		15,800	11,163	7,614	7,508	13,000	14,700	22,900	76,885
New Transportation Facilities									
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard									
- Cash to Capital		950	1,193	1,250	1,395	1,475	1,475	1,475	8,263
- Federal Gas Tax		6,280	6,070	6,058	5,958	5,924	5,971	6,019	36,000
- Public Private Partnership Annual Service / Financing Payments		(6,251)	(6,284)	(6,329)	(6,374)	(6,420)	(6,467)	(6,515)	(38,389)
- Debt servicing - repayment of debt		(979)	(979)	(979)	(979)	(979)	(979)	(979)	(5,874)
Total Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2-34								
Total New Transportation Facilities									

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Other Streets Projects									
Work Management / Asset Management Systems Study	2-36		300						300
Asset Management System - Various Divisions									
- Cash to Capital			100	100	100	100	100	100	600
- Internal Financing		100							
Total Asset Management System - Various Divisions	2-37	100	100	100	100	100	100	100	600
Land Acquisition - Transportation Right of Way	2-38			950	680	300	300	300	2,530
Total Other Streets Projects		100	400	1,050	780	400	400	400	3,430
TOTAL STREETS PROJECTS		153,566	109,731	141,475	165,191	182,736	167,436	167,236	933,805
Parks and Open Space									
Reforestation - Improvements									
- Cash to Capital			383	383	383	192	192	192	1,725
- External Debt		766							
Total Reforestation - Improvements	2-39	766	383	383	383	192	192	192	1,725
Athletic Fields - Improvements									
- Cash to Capital				192	350	175	175	175	1,067
- Federal Gas Tax / Surplus			350						350
Total Athletic Fields - Improvements	2-40		350	192	350	175	175	175	1,417
Community and Neighbourhood Parks - Existing - First charge against the 2019 Capital Budget of up to $170,000 for the St. Vital Memorial Park Soccer Pitch Lighting project (Council March 22, 2018)									
- Cash to Capital			170						170
- Internal Financing		150							
Total Community and Neighbourhood Parks - Existing	2-41	150	170						170
Regional Parks									
- Cash to Capital					1,175		2,825		4,000
- Insurance Reserve (Proceeds)		250							
Total Regional Parks	2-42	250			1,175		2,825		4,000
Parks Buildings									
- Cash to Capital				1,000	3,020	123			4,143
- Federal Gas Tax			350				525		875
Total Parks Buildings	2-43		350	1,000	3,020	123	525		5,018
Boat Docks and Launches									
- Cash to Capital				100					100
- Federal Gas Tax						690			690
Total Boat Docks and Launches	2-44			100		690			790

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
Parks and Recreation Enhancement Program - First charge against the 2019 Capital Budget of up to $70,000 for the St. John's Park Lighting Project (Council July 19, 2018)									
- Cash to Capital				3,300	3,300	3,300	3,300	3,300	16,500
- External Debt		2,775							
- Internal Financing		885	3,300						3,300
Total Parks and Recreation Enhancement Program	2-45	3,660	3,300	3,300	3,300	3,300	3,300	3,300	19,800
Urban Forest Enhancement Program									
- Cash to Capital				2,759	1,300	3,800	3,800	3,216	14,875
- External Debt		1,734	4,100	2,500	2,500			584	9,684
- Transfer from Winnipeg Parking Authority SOA (Proceeds from Sale of Winnipeg Square Parkade held in Land Operating Reserve)		3,500							
- Interim Financing from General Capital Fund / (Repayment)		1,100		(1,100)					(1,100)
Total Urban Forest Enhancement Program	2-47	6,334	4,100	4,159	3,800	3,800	3,800	3,800	23,459
Total Parks and Open Space		11,160	8,653	9,134	12,028	8,280	10,817	7,467	56,379
TOTAL PUBLIC WORKS		164,726	118,384	150,609	177,219	191,016	178,253	174,703	990,184
COMMUNITY SERVICES									
Library Facility Safety, Security and Accessibility Improvements Program									
- Cash to Capital			162	165	219	171		200	917
- Internal Financing		100							
Total Library Facility Safety, Security and Accessibility Improvements Program	2-48	100	162	165	219	171		200	917
Library Refurbishment & Interior Infrastructure Program (formerly two separate programs; Library Interior Infrastructure Replacement Program & Library Refurbishment and Redevelopment Program - Existing Infrastructure)									
- Cash to Capital			18		418		176	176	788
- Federal Gas Tax					146			299	445
- External Debt			465						465
Total Library Refurbishment & Interior Infrastructure Program	2-49		483		564		176	475	1,698
Library Technology Upgrade and Replacement Program	2-50		350	265	356	277	154	300	1,702
Library Facility Redevelopment - Bill and Helen Norrie Library (formerly Library Facility Redevelopment - River Heights Library) - First charge against the 2019 Capital Budget of up to $3.57 million (Council December 12, 2017)									
- External Debt	2-51		3,570						3,570
Library Facility Redevelopment - St. James Library									
- External Debt	2-52		100		3,404				3,504

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Library Facility Redevelopment - West Kildonan Library and GoLibrary - Old Kildonan Community (formerly Library Facility Redevelopment - West Kildonan Library)									
- Cash to Capital						888			888
- External Debt			242		937	1,886			3,065
Total Library Facility Redevelopment - West Kildonan Library and GoLibrary - Old Kildonan Community	2-54		242		937	2,774			3,953
Library Facility Redevelopment - Westwood Library									
- Federal Gas Tax						794	3,088		3,882
- External Debt					146				146
Total Library Facility Redevelopment - Westwood Library	2-55				146	794	3,088		4,028
Recreational Facility Safety, Security and Accessibility Improvements Program									
- Cash to Capital			13	172	230	186		171	772
- Federal Gas Tax / Surplus			162				158	108	428
- Internal Financing		100							
Total Recreational Facility Safety, Security and Accessibility Improvements Program	2-56	100	175	172	230	186	158	279	1,200
Fitness Equipment Upgrade Program	2-57		248	280	285	292	297	303	1,705
Recreation and Leisure Infrastructure Renewal (formerly Recreation Refurbishment and Redevelopment Program - Existing Infrastructure)									
- Cash to Capital			100		2,131				2,231
- Federal Gas Tax								4,700	4,700
Total Recreation and Leisure Infrastructure Renewal	2-58		100		2,131			4,700	6,931
New Community Facility - Southeast Winnipeg	2-59			100					100
New Recreation Facility - South Winnipeg - First charge against the 2019 Capital Budget of up to $1.75 million (Council December 12, 2017)									
- Cash to Capital				251					251
- Federal Gas Tax / Surplus			1,750		700	5,323	3,763		11,536
Total New Recreation Facility - South Winnipeg	2-60		1,750	251	700	5,323	3,763		11,787
Grant Park Recreation Campus - First charge against the 2019 Capital Budget of up to $200,000 for the Grant Park Recreation Campus (Council July 19, 2018).									
- Cash to Capital			772						772
- Internal Financing			978						978
Total Grant Park Recreation Campus	2-62		1,750						1,750

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
St. James Civic Centre - Facility Renewal and Expansion - First charge against the 2019 Capital Budget of up to $2.405 million (Council December 12, 2017)									
- External Debt		2,400	2,405	3,700	3,900				10,005
- Province of Manitoba					3,900				3,900
- St. James 55+ Centre		(250)							
- Transfer from Corporate Non-Specified Capital Account		250							
Total St. James Civic Centre - Facility Renewal and Expansion	2-63	2,400	2,405	3,700	7,800				13,905
Seven Oaks Pool - Concrete Restoration and Air Handling Unit Replacement - First charge against the 2019 Capital Budget of up to $2.239 million (Council December 12, 2017)									
- 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	2-64		2,239						2,239
Pan Am Pool - Ceiling, Lighting and Public Address and Audio System - First charge against the 2019 Capital Budget of up to $2.6 million (Council December 12, 2017)									
- Federal Gas Tax	2-65		2,600						2,600
Repair and Renovation of Pan Am Pool Universal Change Rooms	2-66				937				937
Norwood Pool - Decommissioning	2-67		150						150
Boni-Vital Pool									
- Cash to Capital			42						42
- Federal Gas Tax					5,359				5,359
- External Debt			150						150
Total Boni-Vital Pool	2-68		192		5,359				5,551
Technology Advancement Program	2-69		312		325			345	982
Community Centre Renovation Grant Program (CCRGP)									
- Cash to Capital		609							
- Financial Stabilization Reserve			1,035	1,035	1,035	1,035	1,035		5,175
- Land Operating Reserve			965	965	965	965	965	965	5,790
- Internal Financing		356							
Total Community Centre Renovation Grant Program (CCRGP)	2-70	965	2,000	2,000	2,000	2,000	2,000	965	10,965
Community Incentive Grant Program (CIGP)									
- Cash to Capital		1,732	1,767	1,802	1,838	1,875	1,913	1,951	11,146
- Transfer from Prior Year Authorization			194						194
Total Community Incentive Grant Program (CIGP)	2-71	1,732	1,961	1,802	1,838	1,875	1,913	1,951	11,340
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability									
- Cash to Capital				400	1,175	2,000	1,955	2,000	7,530
- External Debt		5,123	5,123	1,600	825		45		7,593
Total Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	2-72	5,123	5,123	2,000	2,000	2,000	2,000	2,000	15,123

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Assiniboine Park Conservancy (APC) - Capital Development Plan									
- External Debt	2-73	**10,000**	**4,728**						**4,728**
St. James Community Recreation Amenities									
- Land Operating Reserve	2-75			**1,400**					**1,400**
TOTAL COMMUNITY SERVICES		**20,420**	**30,640**	**12,135**	**29,231**	**15,692**	**13,549**	**11,518**	**112,765**
WINNIPEG POLICE SERVICE									
East District Police Station									
- Cash to Capital		**1,012**	**1,056**	**1,056**	**1,056**	**1,056**	**1,089**	**1,155**	**6,468**
- Public Private Partnership Lease Payments		**(1,012)**	**(1,056)**	**(1,056)**	**(1,056)**	**(1,056)**	**(1,089)**	**(1,155)**	**(6,468)**
Total East District Police Station	2-76								
Major Case Management System									
- Transfer from Prior Year Authorization	2-77		**1,158**						**1,158**
Police Divisions Systems Upgrades	2-78	**400**	**400**						**400**
Technology Upgrades - Information Systems	2-79		**1,200**					**1,200**	**2,400**
In Car Computing	2-80		**1,000**	**500**					**1,500**
North District Police Station (NDPS)		**250**							
North Station Information Technology Requirements	2-81		**300**		**190**				**490**
North District Station Furniture, Fixtures, and Equipment	2-82				**700**				**700**
Evidence Archival Building Tenant Improvement									
- External Debt	2-83		**500**	**500**					**1,000**
Evidence Archive Racking System									
- External Debt	2-84			**841**					**841**
Computer Assisted Dispatch Upgrade	2-85			**325**			**375**		**700**
Next Generation 911	2-86			**800**	**1,000**				**1,800**
Automated Fingerprint Identification System (AFIS)	2-87				**500**				**500**
Schedule and Management System Upgrade	2-88				**500**				**500**
Police Headquarters Information System Upgrades	2-89				**2,100**				**2,100**
Communication Centre Back Up Site Upgrade	2-90				**550**				**550**
Flight Operations Overhaul	2-91					**602**			**602**
Building Video Surveillance Systems	2-92					**3,056**			**3,056**
Call Answer Software	2-93					**1,000**			**1,000**
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment	2-94					**658**			**658**
Technical Surveillance Systems	2-95					**1,300**			**1,300**
Body Worn Cameras	2-96						**1,014**		**1,014**
Communication Sites Upgrade - Audio Loggers	2-97						**1,400**		**1,400**
Communication Sites - Radio Consoles/Batteries	2-98							**575**	**575**
E-ticketing Hardware	2-99							**300**	**300**
Back Up Centre Renovations	2-100							**1,000**	**1,000**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET BUDGET 2019	FORECAST 2020	2021	2022	2023	2024	6 YEAR TOTAL 2019-2024
Intelligence Led Reporting (Phase 2)		1,665							
WPS Data Integration, Auditing and Quality Solution Tool		662							
Bomb Unit Truck Replacement		300							
TOTAL WINNIPEG POLICE SERVICE		3,277	4,558	2,966	5,540	6,616	2,789	3,075	25,544
FIRE PARAMEDIC SERVICE									
Facilities Optimization									
- Cash to Capital				4,690					4,690
- External Debt		550		2,811					2,811
Total Facilities Optimization	2-101	550		7,501					7,501
Equipment Obsolescence									
- Cash to Capital						1,478	101		1,579
- Shared Health Capital Grant			1,014	984	779	22			2,799
- External Debt				4,667	286	1,949	941	1,193	9,036
- Internal Financing		949	399						399
Total Equipment Obsolescence	2-102	949	1,413	5,651	1,065	3,449	1,042	1,193	13,813
Station Capital Maintenance									
- Cash to Capital						1,844	748		2,592
- Shared Health Capital Grant			519	477					996
- External Debt		2,594		2,211	2,826	1,062	741	1,531	8,371
- Internal Financing			2,148						2,148
- Transfer from Prior Year Authorization			780						780
Total Station Capital Maintenance	2-104	2,594	3,447	2,688	2,826	2,906	1,489	1,531	14,887
Emergency Medical Services (EMS) Training Equipment									
- Shared Health Capital Grant	2-106			108					108
Computer Aided Dispatch (CAD) and Supporting Software Systems									
- Shared Health Capital Grant			344						344
- Internal Financing			10,881						10,881
Total Computer Aided Dispatch (CAD) and Supporting Software Systems	2-107		11,225						11,225
TOTAL FIRE PARAMEDIC SERVICE		4,093	16,085	15,948	3,891	6,355	2,531	2,724	47,534

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
PLANNING, PROPERTY AND DEVELOPMENT									
Computer Automation	2-109		133	119	143			100	495
Riverbank Greenway Programs	2-110		205	227	212			129	773
Cemeteries - Improvements									
- Cash to Capital			240	248	236	236	242	240	1,442
- Internal Financing		50							
- Veterans Affairs Canada		150	700	800	700	150			2,350
Total Cemeteries - Improvements	2-111	200	940	1,048	936	386	242	240	3,792
Downtown Enhancement Program									
- Cash to Capital				200	200	200	200	227	1,027
- Internal Financing		125	333						333
Total Downtown Enhancement Program	2-112	125	333	200	200	200	200	227	1,360
BIZ Zones, Image Routes and Neighbourhood Main Streets									
- Cash to Capital				200	200	200	200	226	1,026
- Internal Financing		400	332						332
Total BIZ Zones, Image Routes and Neighbourhood Main Streets	2-114	400	332	200	200	200	200	226	1,358
Public Art Strategy									
- Cash to Capital				500	500	500	500	500	2,500
- Internal Financing		500							
Total Public Art Strategy	2-115	500		500	500	500	500	500	2,500
Land Acquisition for General Unspecified Purposes	2-116					256		199	455
Developer Payback	2-117		292	274	280	281		225	1,352
Riverbank Stabilization - Physical Asset Protection									
- Cash to Capital				500	523	500		405	1,928
- External Debt			500						500
- Internal Financing		500							
Total Riverbank Stabilization - Physical Asset Protection	2-118	500	500	500	523	500		405	2,428
TOTAL PLANNING, PROPERTY AND DEVELOPMENT		1,725	2,735	3,068	2,994	2,323	1,142	2,251	14,513

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
MUNICIPAL ACCOMMODATIONS									
General Building Renovation and Refurbishing	2-120		**180**	**250**	**500**			**310**	**1,240**
Portage and Main Intersection Improvements									
- Transfer from Prior Year Authorization		**1,500**							
Public Safety Building and Civic Centre Parkade									
- Transfer from Winnipeg Parking Authority SOA (Proceeds from sale of Winnipeg Square Parkade held in Land Operating Reserve)			**4,405**						**4,405**
- External Debt			**6,055**						**6,055**
Total Public Safety Building and Civic Centre Parkade	2-121		**10,460**						**10,460**
Accommodation Facilities									
- Cash to Capital			**19**		**75**	**978**	**1,844**	**1,229**	**4,145**
- Land Operating Reserve			**2,000**	**1,700**	**1,700**			**1,700**	**7,100**
- Internal Financing		**700**							
- Transfer from Prior Year Authorization		**634**							
Total Accommodation Facilities	2-122	**1,334**	**2,019**	**1,700**	**1,775**	**978**	**1,844**	**2,929**	**11,245**
Millennium Library - HVAC and Temperature Control Improvements									
- Cash to Capital				**750**					**750**
- Transfer from Prior Year Authorization		**600**							
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		**100**							
Total Millennium Library - HVAC and Temperature Control Improvements	2-123	**700**		**750**					**750**
Fire / Life Safety / Regulatory Upgrades									
- Cash to Capital			**45**	**608**	**704**	**720**	**722**	**712**	**3,511**
- Internal Financing		**1,000**	**759**						**759**
Total Fire / Life Safety / Regulatory Upgrades	2-124	**1,000**	**804**	**608**	**704**	**720**	**722**	**712**	**4,270**
Energy Conservation									
- Cash to Capital			**158**		**136**				**294**
- Federal Gas Tax								**147**	**147**
Total Energy Conservation	2-125		**158**		**136**			**147**	**441**
Tenant Improvement Prepayment - Major Department	2-126				**183**			**183**	**366**
Historic Buildings									
- Cash to Capital				**217**	**220**	**224**	**229**	**221**	**1,111**
- Internal Financing		**187**	**214**						**214**
Total Historic Buildings	2-127	**187**	**214**	**217**	**220**	**224**	**229**	**221**	**1,325**
Generator Set Replacement and Upgrades									
- Cash to Capital				**136**	**123**	**148**	**130**	**130**	**667**
- Internal Financing		**125**	**113**						**113**
Total Generator Set Replacement and Upgrades	2-128	**125**	**113**	**136**	**123**	**148**	**130**	**130**	**780**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Security / Building Automation System Initiatives									
- Cash to Capital			215	205	255	203	245	276	1,399
- Internal Financing		100	255						255
Total Security / Building Automation System Initiatives	2-129	100	470	205	255	203	245	276	1,654
Community Centres - Refurbishing and Improvements									
- Cash to Capital				266	331	327	330	84	1,338
- Federal Gas Tax / Surplus			299					301	600
- Internal Financing		322	374						374
Total Community Centres - Refurbishing and Improvements	2-130	322	673	266	331	327	330	385	2,312
Arenas									
- Cash to Capital				233					233
- Federal Gas Tax					267	268	269	312	1,116
- Internal Financing		240	525						525
Total Arenas	2-131	240	525	233	267	268	269	312	1,874
Indoor Aquatic Facilities									
- Cash to Capital			408	1,208	1,344	141			3,101
- Federal Gas Tax					1,015	1,066	1,152	1,484	4,717
- Internal Financing		1,200	1,086						1,086
- Transfer from Prior Year Authorization			111						111
Total Indoor Aquatic Facilities	2-132	1,200	1,605	1,208	2,359	1,207	1,152	1,484	9,015
Outdoor Aquatic Facilities									
- Cash to Capital				170	342	170	170	204	1,056
- Federal Gas Tax / Surplus			169						169
- Internal Financing		120							
Total Outdoor Aquatic Facilities	2-133	120	169	170	342	170	170	204	1,225
Recreation & Leisure Centres									
- Cash to Capital				107	109	111	113	109	549
- Federal Gas Tax / Surplus			106						106
- Internal Financing		125							
Total Recreation & Leisure Centres	2-134	125	106	107	109	111	113	109	655
Building Asset / Work Management Program	2-135		175		164			170	509
UFF - Hockey Pen Light Standard Replacement									
- Cash to Capital				100	100	100	100	100	500
- Internal Financing		100	100						100
Total UFF - Hockey Pen Light Standard Replacement	2-136	100	100	100	100	100	100	100	600
City-Wide Accessibility Program									
- Cash to Capital				425	425	425	425	425	2,125
- Internal Financing		410	425						425
Total City-Wide Accessibility Program	2-137	410	425	425	425	425	425	425	2,550

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Sherbrook Pool Reopening									
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)		95	95	95					190
- Interim Financing from General Capital Fund / (Repayment)		(95)	(95)	(95)					(190)
Total Sherbrook Pool Reopening	2-138								
TOTAL MUNICIPAL ACCOMMODATIONS		7,463	18,196	6,375	7,993	4,881	5,729	8,097	51,271
CITY CLERKS									
Innovation Capital Fund									
- Internal Financing		500							
Corporate Records Centre	2-140					200			200
Election Systems									
- Cash to Capital					200	200			400
- Internal Financing		200							
Total Election Systems	2-141	200			200	200			400
Voting Machine Replacement	2-142					1,000			1,000
Audio / Video Equipment Replacement	2-143						150		150
TOTAL CITY CLERKS		700			200	1,400	150		1,750
INNOVATION, TRANSFORMATION AND TECHNOLOGY									
Innovation Strategy									
- Cash to Capital				1,231	1,735	2,000	2,000	2,000	8,966
- External Debt				769	265				1,034
- Internal Financing		2,000	1,000						1,000
Total Innovation Strategy	2-144	2,000	1,000	2,000	2,000	2,000	2,000	2,000	11,000
Smart Cities Innovation Program									
- Cash to Capital					1,063	2,000	2,000	2,000	7,063
- External Debt				2,000	937				2,937
- Internal Financing			1,000						1,000
Total Smart Cities Innovation Program	2-146		1,000	2,000	2,000	2,000	2,000	2,000	11,000
Communications Network Infrastructure									
- Cash to Capital				317	158	1,151	784	386	2,796
- Internal Financing		813	298						298
Total Communications Network Infrastructure	2-147	813	298	317	158	1,151	784	386	3,094
Enterprise Computing Initiatives									
- Cash to Capital				1,028	2,718	1,391	1,034	1,002	7,173
- External Debt			1,026	572					1,598
- Internal Financing		1,287							
- Transfer from Computer, Critical Systems and Support Reserve		126							
Total Enterprise Computing Initiatives	2-148	1,413	1,026	1,600	2,718	1,391	1,034	1,002	8,771

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
PeopleSoft Enhancements (formerly PeopleSoft Upgrade)									
- Cash to Capital					823	887	857	922	3,489
- External Debt				854					854
- Internal Financing		412	892						892
Total PeopleSoft Enhancements (formerly PeopleSoft Upgrade)	2-149	412	892	854	823	887	857	922	5,235
Core Information Technology Program									
- Internal Financing		283							
Geographic Information System Aerial Image Renewal Program (formerly Aerial Imagery Renewal Program)									
- Cash to Capital				159		188		188	535
- Internal Financing	2-150	165							
Communications Systems Branch Facilities									
- Internal Financing	2-151		174						174
Information Security Initiatives									
- Cash to Capital					306	309	318	325	1,258
- External Debt				308					308
- Internal Financing		603	365						365
Total Information Security Initiatives	2-152	603	365	308	306	309	318	325	1,931
E-Mail Archiving									
- Internal Financing	2-153		484						484
Enterprise Content Management									
- Cash to Capital					105				105
- External Debt				303					303
- Internal Financing		2,231	1,102						1,102
Total Enterprise Content Management	2-154	2,231	1,102	303	105				1,510
Microsoft Office License Evergreen									
- Cash to Capital					208	330	184	71	793
- External Debt			1,375	817					2,192
- Internal Financing		222							
Total Microsoft Office License Evergreen	2-155	222	1,375	817	208	330	184	71	2,985
Printing Graphics & Mail Services Asset Renewal (formerly Print Asset Renewal)									
- Cash to Capital					350				350
- Internal Financing		152							
Total Printing Graphics & Mail Services Asset Renewal (formerly Print Asset Renewal)	2-156	152			350				350
Microsoft Development Network Software Renewal (formerly Software Renewal Program)									
- Cash to Capital						271			271
- External Debt			247						247
Total Microsoft Development Network Software Renewal	2-157		247			271			518

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Disaster Recovery Gap Mitigation Phase 1									
- Internal Financing		1,023							
- External Debt			954						954
Total Disaster Recovery Gap Mitigation Phase 1	2-158	1,023	954						954
Tait Radio Replacement									
- Cash to Capital					342				342
- External Debt			48	1,157					1,205
- Internal Financing			1,854						1,854
Total Tait Radio Replacement	2-159		1,902	1,157	342				3,401
Corporate VoIP Phone System									
- External Debt	2-160			188					188
Enterprise Business Intelligence Expansion									
- External Debt	2-161			1,274					1,274
Intake Program									
- Cash to Capital					557	567	546	556	2,226
- External Debt				547					547
- Internal Financing			534						534
Total Intake Program	2-162		534	547	557	567	546	556	3,307
TOTAL INNOVATION, TRANSFORMATION AND TECHNOLOGY		9,317	11,353	11,524	9,567	9,094	7,723	7,450	56,711
CUSTOMER SERVICE AND COMMUNICATIONS									
311 Renewal									
- Cash to Capital				350	150	100	450	450	1,500
- Internal Financing		250							
Total 311 Renewal	2-163	250		350	150	100	450	450	1,500
TOTAL CUSTOMER SERVICE AND COMMUNICATIONS		250		350	150	100	450	450	1,500
ASSESSMENT AND TAXATION									
Assessment Automation	2-164		350	200	350	350		250	1,500
Valcura System									
- Internal Financing		200							
Assessment Data Valuation Information System									
- Internal Financing		1,208							
Local Improvements - Ongoing Program									
- Cash to Capital			180		400	480	480		1,540
- Transfer from Prior Year Authorization (Cash to Capital)		200	220						220
- Transfer from Prior Year Authorization (External Debt)		800	880						880
- External Debt			720	1,600	1,600	1,920	1,920	2,400	10,160
Total Local Improvements - Ongoing Program	2-165	1,000	2,000	1,600	2,000	2,400	2,400	2,400	12,800
TOTAL ASSESSMENT AND TAXATION		2,408	2,350	1,800	2,350	2,750	2,400	2,650	14,300

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
TRANSIT									
Innovative Transit Program									
- Cash to Capital			700	325	700	325	325	325	2,700
- Internal Financing		500							
Total Innovative Transit Program	2-166	500	700	325	700	325	325	325	2,700
Transit Building Replacement / Refurbishment									
- Cash to Capital				636	1,636	1,049	1,636	1,000	5,957
- External Debt		956							
Total Transit Building Replacement / Refurbishment	2-167	956		636	1,636	1,049	1,636	1,000	5,957
Transit Building Roof Replacement and Ventilation Upgrade - First charge against the 2019 Capital Budget of up to $1.75 million (Council July 19, 2018)									
- Cash to Capital		162	522	2,132	2,000	1,400	2,000	2,000	10,054
- Public Transit Infrastructure Fund (Federal Government)		75	875						875
- Public Transit Infrastructure Fund (Provincial Government)		63	438						438
- Retained Earnings			500						500
Total Transit Building Roof Replacement and Ventilation Upgrade	2-168	300	2,335	2,132	2,000	1,400	2,000	2,000	11,867
Garage Improvements - Phase 2 - First charge against the 2019 Capital Budget of up to $1.5 million (Council July 19, 2018)									
- Cash to Capital			750						750
- Public Transit Infrastructure Fund (Federal Government)			750						750
Total Garage Improvements - Phase 2	2-170		1,500						1,500
Transit Buses									
- Cash to Capital		445		11,827	9,088	12,603	12,209	13,787	59,514
- Transit Bus Replacement Reserve		1,437		5,681	11,773	12,640	14,000	14,504	58,598
- Public Transit Infrastructure Fund (Federal Government)		11,850							
- Public Transit Infrastructure Fund (Provincial Government)		5,585							
- Federal Gas Tax			16,188	6,442	6,735	6,735	7,027	7,627	50,754
- External Debt		9,035	4,889	5,750					10,639
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132						1,132
Total Transit Buses	2-171	28,352	22,209	29,700	27,596	31,978	33,236	35,918	180,637
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass									
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve		350	1,780	14,460	14,720	14,760	14,880	15,190	75,790
- P3 Annual Service / Financing Payments (Province)			(80)	(1,010)	(1,110)	(1,120)	(1,180)	(1,300)	(5,800)
- P3 Annual Service / Financing Payments (City)		(350)	(1,700)	(10,060)	(10,220)	(10,250)	(10,310)	(10,500)	(53,040)
- External Debt Annual Service Payments (City)				(3,390)	(3,390)	(3,390)	(3,390)	(3,390)	(16,950)
Total Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	2-173								
Transit Safety Management Practices									
- Retained Earnings			165						165
- Internal Financing	2-176	460							

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
Bus Fleet Cameras									
- Internal Financing		155							
Accessibility Program (formerly Bus Stop Accessibility Program)	2-177		500	500	500	500	500	500	3,000
Bus Communication Modernization									
- Federal Gas Tax	2-178	1,140	1,140						1,140
Heavy Shop Equipment Replacement Program - First charge against the 2019 Capital Budget of up to $1.805 million (Council July 19, 2018)									
- Cash to Capital			928		200	200	200	200	1,728
- Public Transit Infrastructure Fund (Federal Government)			877						877
Total Heavy Shop Equipment Replacement Program	2-179		1,805		200	200	200	200	2,605
Hoist Replacement at Fort Rouge Garage - First charge against the 2019 Capital Budget of up to $1.4 million (Council July 19, 2018)									
- Cash to Capital			750	1,000	2,500	2,500	2,500	2,000	11,250
- Public Transit Infrastructure Fund (Federal Government)			650						650
Total Hoist Replacement at Fort Rouge Garage	2-180		1,400	1,000	2,500	2,500	2,500	2,000	11,900
Rapid Overhead Doors at Washrack - First charge against the 2019 Capital Budget of up to $600,000 (Council July 19, 2018)									
- Cash to Capital			350						350
- Public Transit Infrastructure Fund (Federal Government)			250						250
Total Rapid Overhead Doors at Washrack	2-181		600						600
Administration and Control Centre Radio Replacement									
- Retained Earnings	2-182		1,000						1,000
Land Acquisition									
- Cash to Capital					3,000				3,000
- Retained Earnings			1,000						1,000
Total Land Acquisition	2-183		1,000		3,000				4,000
Bus Operator Compartment Safety Shields									
- Cash to Capital			3						3
- Federal Gas Tax			551						551
- Retained Earnings			2,596						2,596
Total Bus Operator Compartment Safety Shields	2-184		3,150						3,150
Electric Bus Study									
- Retained Earnings	2-185		1,000						1,000
Heated Bus Shelter Program									
- Cash to Capital			536						536
- Retained Earnings			495						495
Total Heated Bus Shelter Program	2-186		1,031						1,031
Low Income Bus Pass									
- Retained Earnings	2-187		236		139				375
TOTAL TRANSIT		31,863	39,771	34,293	38,271	37,952	40,397	41,943	232,627

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
WATERWORKS SYSTEM									
Waterworks System - Supply and Treatment									
Financed by Waterworks Retained Earnings:									
Shoal Lake Aqueduct Asset Preservation									
- Retained Earnings		**698**			**1,840**	**2,000**	**1,465**		**5,305**
- Transfer from Prior Year Authorization - Retained Earnings		**500**							
Total Shoal Lake Aqueduct Asset Preservation	2-188	**1,198**			**1,840**	**2,000**	**1,465**		**5,305**
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-189					**7,400**	**150**	**3,055**	**10,605**
Aqueduct Condition Assessment and Rehabilitation									
- Retained Earnings		**400**			**1,000**		**1,000**		**2,000**
- Transfer from Prior Year Authorization - Retained Earnings		**500**							
Total Aqueduct Condition Assessment and Rehabilitation	2-190	**900**			**1,000**		**1,000**		**2,000**
Tache Booster Pumping Station	2-191		**785**		**1,000**	**1,220**	**645**		**3,650**
Pumping Stations and Reservoirs Structural Upgrades	2-192	**600**		**800**					**800**
Chlorination Upgrading at Pumping Stations	2-193				**3,575**				**3,575**
Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-194		**4,125**						**4,125**
Waterworks System Security Upgrades	2-195			**500**					**500**
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-196				**575**				**575**
Water Treatment Plant Capacity Validation		**150**							
Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side)		**500**							
Water Treatment Research and Process Optimization		**560**							
Deacon Reservoir Cell Rehabilitation	2-197					**100**			**100**
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-198			**1,245**					**1,245**
Hurst Pumping Station Building - Structural Repairs		**2,425**							
Deacon Site Flood Protection									
- Transfer from Prior Year Authorization - Retained Earnings		**300**							
HVAC Upgrades at Pumping Stations	2-199	**1,000**		**4,090**					**4,090**
Ultraviolet Light Disinfection System Upgrade	2-200			**855**					**855**
Discharge Meter Upgrades at the In-town Pumping Stations	2-201		**150**		**3,950**				**4,100**
Water Treatment Plant Asset Refurbishment and Replacement	2-202	**125**	**575**	**4,650**				**2,000**	**7,225**
Water Conservation and Efficiency Study	2-203		**155**						**155**
Total Waterworks System - Supply and Treatment		**7,758**	**5,790**	**12,140**	**11,940**	**10,720**	**3,260**	**5,055**	**48,905**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET BUDGET 2019	FORECAST 2020	2021	2022	2023	2024	6 YEAR TOTAL 2019-2024
Waterworks System - Distribution									
Financed by Waterworks Retained Earnings:									
Feeder Main Condition Assessment and Rehabilitation	2-204	**1,350**	**350**	**3,550**	**1,000**	**1,100**	**1,100**	**1,150**	**8,250**
Building Renovations - 1199 Pacific Avenue	2-205	**110**					**2,100**	**2,100**	**4,200**
Water Meter Replacement Program	2-206			**450**					**450**
Public Water Outlets	2-207		**475**						**475**
Water Main Renewals									
- Water Main Renewal Reserve	2-208	**16,500**	**16,500**	**18,000**	**19,000**	**19,500**	**20,000**	**20,000**	**113,000**
Customer Billing and Work Management Systems Upgrades Program	2-209	**1,165**	**185**	**1,565**	**2,110**	**430**	**925**	**730**	**5,945**
Utility Asset Management System									
- Transfer from Prior Year Authorization - Retained Earnings		**600**							
Customer Care and Billing - iNovah Integration	2-210	**300**	**130**						**130**
Web Self Service		**700**							
Automated Remittance Processing	2-211		**400**						**400**
Application and Data Integration	2-212			**250**	**610**				**860**
Digital Enablement for Plant and Field Employees	2-213		**530**	**850**	**660**	**680**	**660**		**3,380**
Information Technology Cybersecurity Review	2-214		**340**						**340**
GIS Enhancements	2-215		**300**						**300**
Information Technology Enterprise Architecture	2-216			**125**					**125**
Total Waterworks System - Distribution		**20,725**	**19,210**	**24,790**	**23,380**	**21,710**	**24,785**	**23,980**	**137,855**
TOTAL WATERWORKS SYSTEM (Utility Supported)		**28,483**	**25,000**	**36,930**	**35,320**	**32,430**	**28,045**	**29,035**	**186,760**
SEWAGE DISPOSAL SYSTEM									
Sewage Disposal System - Treatment									
Financed by Sewage Disposal System Retained Earnings:									
SEWPCC Second Stage Dewatering	2-217					**1,000**			**1,000**
Sludge Drying Beds Decommissioning	2-218					**350**			**350**
Process Control System Master Plan and Upgrade	2-219	**9,000**					**2,000**		**2,000**
Asset Refurbishment and Replacement Program									
- Retained Earnings		**4,000**	**5,000**	**6,000**	**2,000**	**2,000**	**5,000**	**5,000**	**25,000**
- Transfer from Prior Year Authorization - Retained Earnings			**1,000**						**1,000**
Total Asset Refurbishment and Replacement Program	2-220	**4,000**	**6,000**	**6,000**	**2,000**	**2,000**	**5,000**	**5,000**	**26,000**
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	2-221				**500**				**500**
Total Sewage Disposal System - Treatment		**13,000**	**6,000**	**6,000**	**2,500**	**3,350**	**7,000**	**5,000**	**29,850**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET					6 YEAR TOTAL
			BUDGET 2019	FORECAST				
				2020	2021	2022	2023	2024	2019-2024
Sewage Disposal System - Collection									
Financed by Sewage Disposal System Retained Earnings:									
Arc Flash Hazard Analysis and Remediation									
- Retained Earnings			879	385	320	270			1,854
- Transfer from Prior Year Authorization - Retained Earnings		767							
Total Arc Flash Hazard Analysis and Remediation	2-222	767	879	385	320	270			1,854
Lift Stations Upgrading	2-223	2,750	2,825	2,925	6,250	6,250	6,250	6,500	31,000
River Crossings Monitoring and Rehabilitation									
- Retained Earnings		970	450	700	1,350	1,700	600		4,800
- Transfer from Prior Year Authorization - Retained Earnings			250						250
Total River Crossings Monitoring and Rehabilitation	2-224	970	700	700	1,350	1,700	600		5,050
Combined Sewer Overflow and Basement Flood Management Strategy									
- Environmental Projects Reserve	2-225	26,098	31,100	32,610	24,110	29,120	27,120	25,130	169,190
Comminutor Chamber Rehabilitation Program	2-226	1,100	1,200	1,300					2,500
Airport Area West Water and Sewer Servicing									
- Retained Earnings		1,900							
- External Funding		250							
Total Airport Area West Water and Sewer Servicing		2,150							
Southwest Interceptor River Crossing	2-227	250	1,100				5,000	35,000	41,100
Wastewater Services Facilities Plan	2-228			350					350
Environmental Standards Laboratory Facility Plan	2-229					500			500
Sewer Renewals									
- Sewer System Rehabilitation Reserve	2-230	18,200	17,500	18,500	19,500	20,000	20,500	21,000	117,000
Water and Waste Department (WWD) Business Intelligence	2-231	1,560	600	280	200				1,080
Customer Billing and Work Management Systems Upgrades Program	2-232	1,165	185	1,565	2,110	430	925	730	5,945
Digital Customer Solutions	2-233		1,600	1,000	1,095	175	160	110	4,140
WWD Document Management System	2-234	350	500	500	150				1,150
WWD Learning Management System	2-235			500					500
Total Sewage Disposal System - Collection		55,360	58,189	60,615	55,085	58,445	60,555	88,470	381,359
TOTAL SEWAGE DISPOSAL SYSTEM (Utility Supported)		68,360	64,189	66,615	57,585	61,795	67,555	93,470	411,209

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
SOLID WASTE DISPOSAL SYSTEM									
Solid Waste Disposal System - Landfill									
Financed by Solid Waste Disposal Retained Earnings:									
Brady Road Resource Management Facility - Cell Construction	2-236		**2,500**	**700**	**1,200**	**750**	**1,300**	**500**	**6,950**
Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements - External Debt		**2,800**							
Brady Road Resource Management Facility - Site Improvements - Landfill Rehabilitation Reserve	2-237		**200**	**200**					**400**
Brady Road Resource Management Facility - Landfill Gas Capture Expansion - Landfill Rehabilitation Reserve	2-238					**2,600**			**2,600**
Brady Road Resource Management Facility - Alternative Energy Project - External Debt	2-239			**2,500**					**2,500**
Brady Road Resource Management Facility - Onsite Leachate Management - Landfill Rehabilitation Reserve	2-240		**450**						**450**
Closed Landfill Site Improvement - Landfill Rehabilitation Reserve	2-241	**210**	**225**	**220**	**285**	**200**	**200**	**200**	**1,330**
Miscellaneous Land Acquisition		**800**							
Total Solid Waste Disposal System - Landfill		**3,810**	**3,375**	**3,620**	**1,485**	**3,550**	**1,500**	**700**	**14,230**
Solid Waste Disposal System - Collection									
Financed by Solid Waste Disposal Waste Diversion Reserve:									
Comprehensive Integrated Waste Management Strategy (CIWMS) - Materials Recovery Facility Education Centre - Transfer from Prior Year Authorization - External Debt	2-242		**250**						**250**
Collection Management System	2-243	**700**		**250**					**250**
Comprehensive Integrated Waste Management Strategy (CIWMS) - Review	2-244						**450**		**450**
Total Solid Waste Disposal System - Collection		**700**	**250**	**250**			**450**		**950**
TOTAL SOLID WASTE DISPOSAL SYSTEM (Utility Supported)		**4,510**	**3,625**	**3,870**	**1,485**	**3,550**	**1,950**	**700**	**15,180**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET						6 YEAR TOTAL
			BUDGET 2019	FORECAST					
				2020	2021	2022	2023	2024	2019-2024
LAND DRAINAGE UTILITY									
Land Drainage and Flood Control									
Financed by Transfer from Sewage Disposal System Fund:									
Flood Pumping Station Rehabilitation									
- Transfer from Sewer Disposal Fund		1,000	129	1,000	1,000	1,000	1,000	1,500	5,629
- Transfer from Prior Year Authorization			871						871
Total Flood Pumping Station Rehabilitation	2-245	1,000	1,000	1,000	1,000	1,000	1,000	1,500	6,500
Land Drainage Sewers - Regional / Local Streets	2-246	500	1,000	100	100	100	100	100	1,500
Land Drainage and Combined Sewers Outfall Gate Structures	2-247	1,800	1,870	2,180					4,050
Stormwater Retention Basin Revetments	2-248	175		430		470			900
Land Drainage Utility	2-249							400	400
Lot 16 Drain Slope Stabilization Works	2-250		1,175						1,175
St. Boniface Hospital Primary Line of Defence (PLD) Slope Stability Analysis and Stabilization Works	2-251		150						150
Outfall Rehabilitation	2-252	3,000	2,000	2,000	2,000	3,500	3,500	3,500	16,500
Development Agreement Paybacks									
- Developer Capacity Charges	2-253	3,100			500	700	1,000	1,700	3,900
Floodplain Management		215							
TOTAL LAND DRAINAGE UTILITY (Utility Supported)		9,790	7,195	5,710	3,600	5,770	5,600	7,200	35,075

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	PAGE NO.	RESTATED BUDGET 2018	PRELIMINARY BUDGET BUDGET 2019	FORECAST 2020	2021	2022	2023	2024	6 YEAR TOTAL 2019-2024
WINNIPEG FLEET MANAGEMENT AGENCY									
Financed by Accumulated Surplus (Retained Earnings):									
Shop Tools & Equipment Upgrades	2-254	**737**	**627**	**701**	**664**	**664**	**664**	**664**	**3,984**
Power Tools	2-255	**180**	**150**	**150**	**150**	**150**	**150**	**150**	**900**
Fuel Site Upgrades and Improvements	2-256	**540**	**200**	**410**	**305**	**305**	**305**	**305**	**1,830**
Fleet Asset Acquisitions									
- Debt - Fleet Borrowing	2-257	**21,224**	**22,336**	**15,178**	**15,670**	**15,670**	**15,670**	**15,670**	**100,194**
TOTAL WINNIPEG FLEET MANAGEMENT AGENCY		**22,681**	**23,313**	**16,439**	**16,789**	**16,789**	**16,789**	**16,789**	**106,908**
WINNIPEG GOLF SERVICES									
Golf Course Amenities	2-258			**1,000**					**1,000**
TOTAL WINNIPEG GOLF SERVICES				**1,000**					**1,000**
WINNIPEG PARKING AUTHORITY									
Financed by Accumulated Surplus (Retained Earnings):									
Automated License Plate Recognition (ALPR) Program	2-259		**121**	**178**	**126**	**172**	**137**	**238**	**972**
TOTAL WINNIPEG PARKING AUTHORITY			**121**	**178**	**126**	**172**	**137**	**238**	**972**

The 2018 Adopted Capital Budget has been restated to include Winnipeg Fleet Management Agency and Winnipeg Parking Authority.

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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
	Transit PLUS
	Chartered & Special Events Transit
City Beautification	Litter Collection
	Public Gardens/Landscaping
	OrnLight/Flags,Banners/PubArt
	Graffiti Control
	Regional Street Cleaning
	Local Street Cleaning
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
	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
	Land and Property
	Pool Facilities
	Arena Facilities
	Recreation Centres
	Community Centre Facilities
Cemeteries	Cemeteries
Innovation	
Animal Services SOA	Animal Control & Care
Fleet Management SOA	Fleet Management
Golf Services SOA	Golf Courses
Parking Authority SOA	Parking Facilities
	On Street Parking Enfrcmt
	On-Street Parking
	Vehicles for Hire
	MBEA non-parking

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
	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 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
Executive Policy	
Organizational Support Services	Chief Administrative Offices
	Communications
	Financial Management
	Human Resource Management
	Info Technology Management
	Infrastructure Planning
	Innovation
	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

Glossary

Accommodation Tax - A 5% levy on the purchase price of short term continuous accommodation of 30 days or less consumed and paid for after May 31, 2008. Amounts are collected in the Destination Marketing Reserve.

Active Transportation (AT) - refers to any human-powered mode of transportation, which mainly includes walking, cycling and rolling. The first major stride towards implementing active transportation policy in the City of Winnipeg was the Council approval of the Active Transportation Study in 2006. The approved study served as a resource in formulating future active transportation policies and programs for the City of Winnipeg. Along with the approval of the study was a directive to develop an Implementation Plan based on the guiding principles of the Active Transportation Study. The Implementation Plan was prepared by the Department of Public Works and adopted by Council in April 2007. Since 2007, the City has been expanding the AT network.

Assessed Value - Value determined by estimating the market value of a property for a specific reference year. Taxes are levied on the basis of the assessed value of a property.

Assessment Roll - A document that records assessments that are made in respect to properties described in the document and includes a real property assessment roll, a personal property assessment roll, and a business assessment roll.

Asset Management - is an integrated business approach with the aim to minimize the lifecycle costs of owning, operating, and maintaining assets, at an acceptable level of risk, while continuously delivering established levels of service to the residents of Winnipeg. It includes the planning, design, construction, operation, and maintenance of infrastructure used to provide City services. By implementing asset management processes, infrastructure needs can be prioritized, while ensuring timely investments to minimize repair and rehabilitation costs, in order to maintain City assets.

Balanced Budget - The City of Winnipeg Charter enacted by the Manitoba Legislature defines an operating budget to be balanced when the estimated expenditures for a fiscal year do not exceed the estimated revenues for the year.

Basis of Accounting - The City of Winnipeg uses the full accrual basis of accounting. Revenue is recorded as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay. The City's financial statements are developed in accordance with generally accepted accounting principles for local governments, as recommended by Public Sector Accounting Board (PSAB).

Basis of Budgeting - The City of Winnipeg develops its operating budget for tax supported and utility operations on a modified accrual basis (see Modified Accrual Basis). Difference between the basis of budgeting and accounting include, for example, retirement allowances, vacation, workers compensation, compensated absences, contaminated sites, landfill liability and other accrued employee benefits which are budgeted on a cash basis.

Benchmark - A standard or reference point against which something is measured. The term is used in two different ways: in conjunction with setting long-term goals or targets for a broad

Glossary

range of societal and economic policies; and as a measure of effectiveness in comparing key aspects of an organization's performance with that of similar organizations.

Budget Process - Executive Policy Committee (EPC) of City Council, is responsible for budget development. The budget is presented to City Council for consideration and adoption. Each year, both an operating and a capital budget are approved by City Council.

Both budgets contain multi-year views. The capital budget includes six years of budget information, including the current-year adopted budget and five forecast years. The operating budget contains three years of budget information, including the current-year adopted budget and two projection years.

Business Tax - This is a tax on businesses that occupy space within the City of Winnipeg. Taxes are calculated by applying the annual business tax rate as a percentage of the annual rental value (ARV) of the business premise. The annual rental value is determined by taking into account the rents paid by premises similar in size and location and includes the cost of services necessary for the comfortable use or occupancy of the premise.

Business Tax Adjustments / New Additions - Are taxes added to the taxation roll after tax bill update (TBU). These supplemental taxes are billed based on the change in the ARV for a given business. The Assessment and Taxation Department is allowed to issue supplemental tax bills for the current tax year and to January 1st of the prior year. For businesses, supplemental tax bills are normally prepared when businesses close, move or newly start up.

By-laws - Legislation enacted by City Council under the provisions of The City of Winnipeg Charter.

Capital - Expenditures are considered capital whey they have a cost of $100,000 or more and a useful life of 10 years or longer. This includes individual non-recurring capital projects or ongoing programs investing in various capital assets. Minor maintenance projects should not be included in the capital budget even though the costs may exceed the dollar limit for capital works. Major equipment replacements with very large dollar values such as computer upgrades should be included in the capital budget even though their useful life may be less than 10 years.

Capital Budget - An annual plan of the capital projects to be undertaken by the City, together with the method of financing. The capital budget is prepared for the current year and the subsequent five years. Only the current year's budget is adopted and the remaining five years are approved as a forecast. The Capital Budget is adopted on a project authorization basis, although cash flow estimates are provided for all projects. (See also Five-Year Capital Forecast)

Capital Projects / Capital Works - Capital improvements and other works are generally considered to be projects of a fixed nature and long life which provide new, additional or replacement of public facilities such as streets, water mains, sewers, public buildings, parks, playgrounds, recreational centres, land, etc. Major replacements such as asphalt resurfacing of streets, water main renewals, and waste water sewer renewals could also be considered as capital works. Land acquisition and local improvements are considered to be capital works

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regardless of expected cost. Capital expenditures are typically acquisition, development or major renovations to assets where the benefit of the expenditure extends into the future.

Cash to Capital - is the cash value that the City invests into its Capital projects.

City (The) - Refers to the City of Winnipeg.

City of Winnipeg Charter (The) - Provincial legislation setting out the powers and responsibilities of the City of Winnipeg.

Class Estimates - The cost estimate classification system was developed in 2015 based on the AACE International Recommended Practices and is included in an appendix in the annual capital budget book. The established benchmark is that a project should have a Class 3 estimate for budget authorization. Projects that are not at a Class 3 should indicate in the detail sheet that a Class 3 estimate or better will be achieved prior to the start of construction. For programs, those projects identified in the year of budget approval should also be at a class 3 and the narrative should indicate that. The Class 3 estimate should set the authorization budget.

Commitment Reserve - On March 12, 1998, City Council approved the establishment of the Commitment Reserve Fund. The purpose of the fund is to allow departments to carry forward committed budget dollars to the succeeding year thereby eliminating the need to re-budget. Contributions to the Reserve must be spent in the year following the transfer. However, contributions can be retained in the Reserve beyond the following year only if approved by the Fund Manager; otherwise the unspent amount must be transferred to the Financial Stabilization Reserve Fund.

The Chief Financial Officer is the Fund Manager.

Community Trends and Performance Report - The City of Winnipeg regularly produces community and demographic information as well as performance measurement information, which has been included as part of the budget since 2010.

The ‘Community Trends and Performance Report’ combines this information and publishes it as budget ‘Volume 1’. This budget Volume 1 is produced early in the budget process to provide context and timely information for the City of Winnipeg Council and the public in support of the upcoming budget decision-making process.

The volume includes an outline of the City of Winnipeg organization, governance and administrative structure; Community Trends related to socio-economic information such as population, demographics, housing, etc.; an overview of the City of Winnipeg’s budget process and strategic framework, with highlights from *OurWinnipeg* and the City’s Financial Management Plan; and Performance Measures for City of Winnipeg services grouped by Standing Policy Committee, and organization-wide information.

The information is intended to provide relevant current context, and facilitate discussion for the upcoming Budget process.

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Computer, Critical Systems and Support Reserve (formerly Computer Replacement Reserve) - On March 22, 1995, City Council approved the establishment of the Computer Replacement Reserve Fund. Subject to Council approval of the 2019 Budget, the Reserve will be renamed to Computer, Critical Systems, and Support Reserve. The purpose of the Reserve is to provide financing for the replacement, refurbishing, modifying, or upgrading of personal computer hardware and/or software and to stabilize expenditures, therefore smoothing the effect on the annual budget. Through direct contributions, users contribute an amount to the Reserve for computer equipment based upon the latest actual purchase cost for that type of unit. Other contributions to the Reserve would include investment income.

The Chief Innovation Officer is the Fund Manager.

Consolidated Budget – includes the City of Winnipeg's operating budgets for tax supported, utility, special operating agency and reserve operations as well as a capital budget and governmental functions or entities, which have been determined to comprise a part of the aggregate City operations. The consolidated budget considers inter-fund transaction eliminations, tangible capital asset based revenues and amortization, controlled entity operations and the accrual of unfunded expenses.

Consolidated Entities - The organizations included in the consolidated financial statements are as follows:
- Assiniboine Park Conservancy Inc.
- CentreVenture Development Corporation
- The Convention Centre Corporation
- Winnipeg Arts Council Inc.
- Winnipeg Public Library Board

Consumer Price Index (CPI) - A statistical description of annual price levels provided by Statistics Canada (Government of Canada). The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Contribution in Lieu of Land Dedication Reserve - On January 10, 1973, City Council adopted the policy that cash payments received by the City in lieu of land dedication for open space be deposited in a fund to the credit of each community. On January 17, 1979, City Council amended that policy to permit proceeds from the sale of surplus Parks and Recreation lands to be deposited to the Contributions in Lieu of Land Dedication Reserve Fund account of the respective community. On September 19, 1990, City Council adopted the recommendation that revenue would be apportioned amongst the communities on the basis of 75% to the account of the community in which the revenue was collected and 25% to be divided equally amongst all communities. This change was phased in over three years commencing in 1991.

Expenses are limited to the acquisition or improvement of land for parks, recreation facilities, or open space.

The Director of Planning, Property and Development is the Fund Manager.

Debt Charges - The annual amount of principal and interest which must be paid each year through the operating budget. There are two forms of debenture structure. The Sinking Fund

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Debenture issue requires annual payments to be made to the Sinking Fund. These funds are then invested by the Sinking Fund for the retirement of the debenture issue on its maturity date. A serial issue requires annual payments of principal and interest in order that the debt is paid off in regular installments throughout the life of the issue.

Department - The basic organizational unit of the City which is functionally unique in its delivery of services. In general, Departments are managed by a Director.

Destination Marketing Reserve - On October 22, 2008, City Council approved the creation of the Destination Marketing Reserve Fund with an effective date of January 1, 2009. The purpose of the Reserve is to support Economic Development Winnipeg Inc., The Convention Centre Corporation and special events including other organizations, projects and events that will encourage tourists to visit Winnipeg. The source of revenue for the Reserve is a 5% accommodation tax, which was adopted by City Council on April 23, 2008.

The Chief Financial Officer is the Fund Manager.

Director - The head of a City department.

Dividend - A dividend is an interfund transfer from a City Utility or a Special Operating Agency (SOA) to the City tax-supported fund (Fund 001) based on available uncommitted funds or operational surplus.

Economic Development Investment Reserve - The Economic Development Investment Reserve Fund was created by City Council on June 21, 2000. It is intended to fund City economic development incentives and investment projects. This Reserve invests directly in particular projects rather than being a funding mechanism for programs. The incremental portion of realty and business taxes generated by projects in which the fund has invested will be returned to the Reserve until the original investment has been repaid.

The Director of Planning, Property and Development is the Fund Manager.

Effectiveness Measure - a performance measure intended to evaluate service delivery relative to service standards or the customer's needs and expectations.

Efficiency Measure - a performance measure comparing the resources used to the number of units of service provided or delivered (typically cost for a service or unit of service).

Electricity Tax - The electricity tax is legislated by Section 441 of the City of Winnipeg Charter. The rate charged is 2.5% for domestic consumption and 5% for commercial consumption, beyond the electricity used for space heating purposes, which is conclusively deemed to be 80% of the total consumption. If a “primarily electric heat” dwelling unit, 20% is taxable, 80% is exempt. If a dwelling unit is “primarily gas heat”, then there is no exempt portion on the electrical side. The tax is calculated and levied by Manitoba Hydro and is remitted to the City of Winnipeg on a monthly basis.

Entertainment Funding Tax - The tax is 10% on cinema ticket prices of $5.00 or more.

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Entertainment Funding Tax Refundable - Goldeyes - The Winnipeg Goldeyes has a long term arrangement with respect to entertainment tax approved by Council. The full amount of entertainment tax remitted during the year is refunded back at the end of the season - conditional upon all aspects of an amateur access/community use agreement with the City being honored.

Entertainment Funding Tax Refundable - True North - True North Inc. has a long term arrangement with respect to entertainment tax approved by Council. The full amount of entertainment tax remitted during the year is refunded back at the end of the season.

Entertainment Funding Tax Refundable - Winnipeg Football Club (WFC) - In a long term agreement approved by Council, the entertainment tax revenue from the Winnipeg Football Club's one pre-season game and nine regular season games will be refunded back to the Winnipeg Football Club in order to pay off its debt with BBB Stadium Inc. Entertainment tax revenue for any playoff games or other events held at the stadium will be refunded back to the WFC.

Environmental Projects Reserve - On December 17, 1993, City Council authorized the establishment of a River Quality Environmental Studies Reserve Fund for the purpose of providing funding for environmental projects to improve river quality. On January 24, 1996, City Council changed the name of this Reserve to the Environmental Projects Reserve Fund to more accurately reflect the nature of the projects reported in this Reserve.

The Reserve is financed through a monthly transfer from the Sewage Disposal System Fund based on the amount of water consumption billed. The Reserve has funded ammonia, nitrification and combined sewer overflow ("CSO") studies. It now funds a portion of the wastewater collection and treatment system improvements as directed by the Province of Manitoba ("the Province"). This includes effluent disinfection, centrate treatment, biological nutrient removal, CSO mitigation infrastructure and biosolids.

River quality is under the jurisdiction of the Province and in 2003 the Clean Environment Commission
("CEC"), at the request of the Minister of Conservation, conducted public hearings to review and receive comments on the City's 50-year wastewater collection and treatment improvement program. At the conclusion, the CEC recommended that the City implement these improvements over a 25-year period, which was subsequently ordered by the Minister of Conservation on September 26, 2003.

On September 3, 2004, the Province issued Environment Act License No. 2669 for the West End Water.

Pollution Control Centre, which provided for the plan as directed by the Minister of Conservation. Certain provisions of this license were appealed by the City. Revised License No. 2669 E R R and No. 2684 R R R, for the North End Water Pollution Control Center, were issued on June 19, 2009, incorporating the City's requested changes. On March 3, 2006, a similar license (No. 2716) was issued for the South End Water Pollution Control Centre. Effective April 18, 2012, the South End Water Pollution Control Centre license

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(No. 2716RR) was revised in response to the Save Lake Winnipeg Act requirement. This Reserve partially funds capital projects to bring the City in compliance with the license requirements.

The Director of Water and Waste is the Fund Manager.

External Debt - Obligation resulting from the borrowing of money from sources other than City funds, primarily by the sale of debentures in public capital markets.

Federal Gas Tax Revenue Reserve - City Council, on January 25, 2006, authorized the establishment of the Federal Gas Tax Revenue Reserve Fund. The purpose of the Reserve is to account for funds received from the Province under the Federal Gas Tax Funding Agreement.

On November 18, 2005, the Government of Canada and the Province entered into an agreement on the Transfer of Federal Gas Tax Revenue under the New Deal for Cities and Communities. Under this deal, the Province agreed to administer the funds on behalf of the Federal Government and to conditionally provide the funds to the City, subject to receipt of funding from the Federal Government. The funds are intended specifically for eligible projects such as: Public Transit; Water; Wastewater; Solid Waste; Community Energy Systems; and Active Transportation Infrastructure.

On March 24, 2006, the Province and the City signed the Gas Tax Funding Agreement. The agreement was effective as of April 1, 2005 and continues until March 31, 2015 or unless terminated earlier in accordance with section 10 of the agreement.

On January 12, 2007, City Council authorized that Infrastructure Levies (Gas Tax) be allocated to the Public Works Department for road and bridge projects through the 2007 capital budget process.

On July 16, 2014 City Council authorized that the purpose of the Federal Gas Tax Revenue Reserve be amended to include 18 project categories as listed in Schedule 1 of the most recent Manitoba-City of Winnipeg Municipal Gas Tax Agreement to administer the Canada-Manitoba Administrative Agreement on the Transfer of Federal Gas Tax Revenue. The list of eligible project categories includes local roads and bridges, broadband connectivity, public transit, drinking water, wastewater, solid waste, brownfield redevelopment, sport infrastructure, recreational infrastructure and cultural infrastructure.

The Director of Public Works is the Fund Manager.

Fees and Charges Schedule - published annually in accordance with the Fees and Charges By-Law (196/2008) to identify the current fees and charges administered by the City of Winnipeg and the authority under which they are administered.
http://www.winnipeg.ca/finance/documents_page.stm

Financial Management Plan (FMP) - The City's official public strategy for guiding the financial decision-making process. This document, adopted by Council on March 23, 2011, outlines the City's top financial goals to strengthen and maintain its financial position.
http://www.winnipeg.ca/finance/files/fmp.pdf

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Financial Stabilization Reserve - The purpose of the Financial Stabilization Reserve Fund is to counteract the budgetary effect of fluctuations from year to year in property and business taxes and/or to fund deficits in the General Revenue Fund, which assist in the stabilization of the City's mill rate and/or property tax requirements.

Various structural changes have occurred over the years in this reserve.

On September 28, 2011, City Council adopted the combining of the Fiscal Stabilization Reserve and the Mill Rate Stabilization Reserve Funds into the Financial Stabilization Reserve Fund. All previous regulations for the two Stabilization Reserves were replaced with the following:

- Sources of funding for the Reserve are: the excess of actual total taxes billed compared to budget; surpluses in the General Revenue Fund; unspent amounts in the Commitment Reserve Fund; and interest revenue.
- The Reserve can be used to fund any shortfall of actual total taxes billed compared to budget; major unforeseen expenditures once the target level is exceeded and subject to rules noted below; General Revenue Fund year-end deficits and subject to rules noted below; and one-time expenditures once the target level has been reached.
- No transfers can be made to the General Revenue Fund to fund ongoing current operations.
- Funds above the 8% target may be used for major unforeseen expenditures and General Revenue Fund deficits. Accessing funding in any given year requires City Council approval if the required amount would reduce the Reserve's balance below the 8% target.
- A replenishment plan shall be adopted by City Council if the Financial Stabilization Reserve Fund's equity is reduced below the 8% target of tax-supported expenditures.

On March 23, 2015, City Council adopted the 2015 Operating Budget which included a change in the target balance for the Financial Stabilization Reserve from 8% to a minimum of 6% of tax-supported expenditures.

The Chief Financial Officer is the Fund Manager.

Fiscal Year - The fiscal year of the City is the 12 months ending on December 31 each year.

Five-Year Capital Forecast - The long-term plan for capital expenditures to be incurred for the five years following the budget year. Section 284(2) of “The City of Winnipeg Charter” requires Council, in addition to the capital budget for the budget year, to include a capital program for five years. Only the current year’s budget is adopted, and the five year capital forecast is approved as a forecast.

Frontage Levy - A charge to property owners through the property tax bill. Calculation of the frontage levy is based on the length of the boundaries (frontage) of the property that fronts or abuts any portion of a sewer main or water main. As set out in the City of Winnipeg Charter, these funds can be used for the upgrading, repair, replacement and maintenance of water and sewer mains, streets and sidewalks; installation, upgrading, repair, replacement and maintenance of lighting in streets and back lanes.

Glossary

Fund Balance - Measures the net financial resources available to finance expenditures of future periods and is the difference between governmental fund assets and liabilities, also referred to as fund equity.

General Capital Fund - The accounting fund created to account for tax-supported capital transactions of The City of Winnipeg.

Full-Time Equivalent (FTE) - The total number of hours worked converted to the equivalent of full-time staff persons working a whole year.

General Purpose Reserve - On March 15, 2000, City Council approved the establishment of the Pension Surplus Reserve Fund. The Reserve was funded by the retroactive refund of pension contributions for 1998 and 1999. City Council also approved that the purpose of the Reserve and further details including the use of these funds be subsequently determined by City Council.

On May 23, 2001, City Council approved the amalgamation of the Pension Stabilization Reserve and Pension Surplus Reserve Funds and the new Fund be renamed the General Purpose Reserve Fund.

On June 25, 2014, City Council approved an amendment to the Councillors' Ward Allowance (CWA) Policy year end section 3.10, to include the following: “Unexpended funds from Councillor Ward Allowances may be carried over to the following year, at the discretion of the Ward Councillor, up to a maximum of 10% of the total ward allocation, and on October 28, 2015 added that the CWA carry over funds be established as a permitted use in the General Purpose Reserve.”

The Chief Financial Officer is the Fund Manager.

Golf Course Reserve - The Golf Course Reserve Fund was created by City Council on April 28, 1994, to provide funding for enhancements to the Municipal Golf Courses in order to keep them competitive with those in the private sector.

The Director or Planning, Property and Development is the Fund Manager.

Government Grants - Payments from other levels of government for specific programming or payments made unconditionally for City purposes.

Grant Payments - The City of Winnipeg accepts operating grant applications each year and the applications are considered during the annual budget process, with the final decision being made by City Council.

Annual grants are 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.

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Multi-year grant agreements are 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.

A listing of grant payments is included in the annual operating budget.

Heritage / Economic Development Property Tax Credit - The Program's objective is to facilitate the conservation and continued use/viability of heritage buildings in Winnipeg by incenting the restoration or rehabilitation of existing buildings as well as projects that have economic benefit to the City.

Heritage Investment Reserve - The Heritage Investment Reserve Fund was created by City Council on June 21, 2000. It funds all City and City-sponsored heritage programs and acts as a revolving fund so that future funding of heritage programs can be sustained and thereby reduces the need to obtain additional funding. An important source of ongoing funding for the Reserve will be incremental tax revenues from projects financed by the Fund.

The Director of Planning, Property and Development is the Fund Manager.

Housing Rehabilitation Investment Reserve - The Housing Rehabilitation Investment Reserve Fund was created by City Council on June 21, 2000. It funds City housing programs not provided for in operating budgets. It was intended that this Reserve act as a revolving fund so that incremental tax revenues resulting from housing programs in which the Reserve invested would be returned to the Reserve to finance future projects. The Reserve continues to support housing programs in Housing Improvement Zones as well as the Indigenous Housing Program and is funded by an annual transfer from the General Revenue Fund. Since 2012, the City has acted as the 'Community Entity' for the delivery of the federal government's Homelessness Partnering Strategy ("HPS"), the related revenues and expenditures being recorded in the Reserve. Funding received covers the cost of grants provided under two HPS program streams ("Designated Community" and "Indigenous Homelessness") as well as administrative expenditures.

The Director of Planning, Property and Development is the Fund Manager.

Impact Fee - A fee imposed on new development to assist with the costs associated with accommodating and managing growth and development. On October 26, 2016, Council passed the Impact Fee By-Law (127/2016) which phases in the implementation of an Impact Fee over a three-year period.

The Impact Fee, which was established by Council on October 26, 2016 and which took effect on May 1, 2017, shall be increased by an amount equal to the rate of construction inflation for the previous year, to a maximum of 5% per year.

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Impact Fee Reserve - On October 26, 2016, Council approved the establishment of the Impact Fee Reserve to fund growth-related capital projects approved by the Chief Financial Officer with consideration to the input provided by the Impact Fee Working Group, as well as to pay the costs of administering the Impact Fee By-law and Reserve Fund. All funds generated by the impact fee are to be deposited into the Reserve. Use of the Impact Fee Reserve for purposes other than those set out in Council's October 26, 2016 resolution require a 2/3 vote of Council.

The Chief Financial Officer is the Fund Manager.

Insect Control Urgent Expenditures Reserve - On March 23, 2005, City Council approved the establishment of the Insect Control Urgent Expenditures Reserve Fund. The purpose of the fund is to absorb unexpected costs for mosquito control in years where the City of Winnipeg experiences above average response levels.

The Reserve balance should never exceed $3.0 million and the Chief Administrative Officer has the authority to over-expend to a maximum of $3.0 million in the event of insufficient funds.

The Director of Public Works is the Fund Manager.

Insurance Reserve - In 1960, the Insurance Reserve Fund was established. The reserve was to be used for the purpose of replacing or repairing City properties and/or contents that had been damaged by fire or any other cause. In 1973, the use of the Insurance Reserve Fund also included the purpose of paying for any other losses that the City might incur in any part of its self-insurance program. Such uses would include third party liability claims, or property damage claims, including motor vehicles.

The Corporate Controller is the Fund Manager.

Internal Financing - An interim funding source from the available, short-term cash flow surpluses from various City sources such as the general capital fund and capital and special purpose reserves that can be used to fund capital projects. Council also approves an external borrowing authority for the internal financing amount in the capital budget to ensure that funds are available for the projects to proceed if short term cash surpluses become unavailable.

Key Goals - Key Goals are provided for each service in the service-based budget, and represent the desired high-level outcomes for that service area.

Land Operating Reserve - City Council, on May 16, 1973, authorized the establishment of a Land Operating Reserve Fund to reduce the need for the issuance and sale of debentures in connection with the acquisition cost of properties for resale.

Disbursements from this Reserve are limited to the acquisition cost of properties for resale, and any other expenses directly related to the acquisition, sale and improvement of disposable City properties. Use of the Reserve's funds for any other purpose requires the authorization of City Council. This Reserve is maintained by the proceeds from the sale of City-owned properties and interest earned.

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In accordance with City Council directives, 5% of the gross sales revenue is allocated to the Historical Building Program, another 5% of gross sales revenue is allocated to the Enhanced Land Marketing Program to finance those activities necessary to facilitate the sale of surplus lands and 15% is allocated to the Community Centre Renovation Grant Program annually, subject to Council approval.

City Council, on July 19, 1999, adopted a policy that in order to sustain the business operations supported by the Reserve, equity be allowed to accumulate within the Reserve sufficient to eliminate the inter-fund debt owing to the General Revenue Fund created in past years. Any surplus funds greater than the amount required for the purposes of the Land Operating Reserve Fund and meeting the annual budgeted transfer to the General Revenue Fund is to be transferred to the Commitment Reserve Fund.

The Director of Planning, Property and Development is the Fund Manager.

Landfill Rehabilitation Reserve - On December 17, 1993, City Council authorized the establishment of a Brady Landfill Site Rehabilitation Reserve Fund for the purpose of providing funding for the future development of the Brady Landfill Site. The Reserve is financed through a monthly transfer from the Solid Waste Disposal Fund based on tonnages processed at the landfill.

Effective January 1, 2018 the Brady Landfill Site Rehabilitation Reserve was terminated and replaced with a new Landfill Rehabilitation Reserve in accordance with Section 289 of the City of Winnipeg Charter.

The purpose of the new reserve is 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.

This reserve will 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.

The Director of Water and Waste is the Fund Manager.

Local Improvements - Local Improvement capital projects are those which are financed partly by a direct levy on the properties benefited (Property Owner's Share) and partly by a mill rate levy over the city-at-large (City's Share). The program is governed by Local Improvement By-Law No. 98/72 and is subject to advertising and subsequent approval by the majority of ratepayers involved. The type of expenditures generally falling within this category are: paving of local streets and lanes; sidewalk and boulevard construction; installation of new water mains and sewers; ornamental street lighting and lane lighting.

Local Street Renewal Reserve - The Local Street Renewal Reserve was established in 2013 to increase investment in local streets, lanes and sidewalks. Subject to annual Council approval, a separate property tax increase will fund this reserve each year to ensure a dedicated funding system for local streets. Use of the Local Street Renewal Reserve for

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purposes other than local streets, lanes, or sidewalk renewals requires approval of 2/3 of City Council.

The Director of Public Works is the Fund Manager.

Major Capital Projects - are projects that reach a specific minimum dollar threshold and above. In 2019 the threshold was $23 million. This threshold increases annually by construction inflation.

A listing of major capital projects is included in the annual capital budget.

Mill Rate - A mill rate is a term used to decide how taxes are set. A "mill" is equivalent to a one thousandth part. For the purposes of calculating property taxes, one mill represents $1.00 of taxes for every $1,000 of portioned assessment. The portioned assessment is the part of the total assessed value of a property that is subject to taxation.

Modified Accrual Basis - A hybrid of cash and accrual methods of accounting in which revenues are recognized when earned, measurable and available. Expenses are recognized when liability is incurred, except for certain expenses such as those associated with retirement allowances, vacation, workers compensation, compensated absences, contaminated sites, landfill liability and other accrued employee benefits which are budgeted on a cash basis. As well, debt servicing payments are budgeted for when due and depreciation of assets is not budgeted.

Multi-Family Dwelling Tax Investment Reserve - On May 22, 2002, City Council approved the establishment of the Multiple-Family Dwelling Tax Investment Reserve Fund. The Reserve is designed to act as a bank that accumulates incremental taxes generated by approved multi-family dwelling construction/rehabilitation projects. When the incremental taxes for each project accumulates to the pre-approved amount, the balance is paid back to the applicant developer as a "Tax Incentive Grant".

The Director of Planning, Property and Development is the Fund Manager.

Municipal Benchmarking Network Canada (MBNC) - is a national benchmarking organization comprised of partner municipalities who identify, collect, analyze and report consistent and comparable data in municipal service areas. The information reported, and the partner network, promote sharing of best practices and strategies to support continuous improvement in the delivery of municipal services. http://mbncanada.ca/

Municipal General Services Fee - The General Services Fees is revenue related to municipal services that are billed for Urban Reserves and these fees are in lieu of property taxes.

Natural Gas Tax - The natural gas tax is legislated in Section 441 of The City of Winnipeg Charter. The rate charged is 2.5% for domestic consumption and 5% for commercial consumption, beyond the natural gas used for space heating purposes. If the dwelling unit is “primarily gas heating”, a baseload is calculated based on consumption in June, July, and August. Gas tax is then applied to the lesser of actual consumption or baseload. If the dwelling unit is “primarily electric heat” then this tax is applied to the full consumption. The tax is

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calculated and levied by Manitoba Hydro and is remitted to the City of Winnipeg on a monthly basis.

Net Taxes Added - Are taxes added to the taxation roll after tax bill update (TBU). These supplemental taxes are billed based on the change in the assessed value for a given property. The Assessment and Taxation Department is allowed to issue supplemental tax bills for the current tax year and to January 1st of the prior year.

Operating Expenditures - The ongoing cost to provide a product or service. This includes the cost for personnel, materials, equipment and other consumables required for a department to function and provide services.

OurWinnipeg - The City's strategic long-term planning document, adopted by Council on July 20, 2011, which establishes direction for the City and the steps that need to be taken along the way. Other documents, budgets, public capital works, programs, or developments initiated or approved by the City of Winnipeg will align with OurWinnipeg.

Pay-As-You-Go - A means of financing capital projects whereby the City pays for the projects from direct contributions from the current budget, from retained earnings, or from reserves established for capital purposes, rather than issuing external debt.

Payments in Lieu of Taxes - The federal and provincial governments, Crown Corporations, universities and City utilities do not have a legal obligation to pay property taxes; however an amount equivalent to the taxes is paid to the General Revenue Fund for City services by way of a payment in lieu of taxes.

Pedestrian and Cycling Program - provides recommendations for infrastructure projects, programs and studies identified in the Pedestrian and Cycling Strategies. Projects may include: new sidewalks on Regional and non-Regional streets, new multi-use paths, new bicycle routes, crossing control improvements, public education, awareness and promotion and partnership grants. All recommended projects support the key directions of the Pedestrian and Cycling Strategies (PCS).

Performance Measurement - Performance measurement is the process of collecting, analyzing and/or reporting information regarding the performance of an organization, service, system or component.

Permit Reserve - On March 20, 2007, City Council approved the establishment of the Permit Reserve Fund. The purpose of the Reserve is to mitigate revenue shortfalls and fund temporary staffing needs during busy periods through economic boom/bust cycles. The Reserve is also meant to provide a source of funds for service and system improvements. The Reserve is funded by the excess of permit revenue in the General Revenue Fund compared to budget in any given year. The balance in the Reserve is capped at $3.0 million and any surplus funds over and above the cap are to be transferred to the General Revenue Fund.

On March 22, 2011, City Council approved the cap be revised to $2.0 million and any surplus funds above the cap be transferred to the General Revenue Fund, reported in the Planning, Property and Development Department.

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The Director of Planning, Property and Development is the Fund Manager.

Perpetual Maintenance Funds - (Brookside, St. Vital and Transcona Cemeteries) The terms of By-law No. 14725 of the former City of Winnipeg, passed on April 8, 1935, created a fund for the perpetual care and maintenance of Brookside Cemetery. Later on By-law No. 1996/78, also created funds for the perpetual care and maintenance of St. Vital and Transcona Cemeteries.

Section 29 of By-law No. 5720/91 amending and restating By-law 1996/78, relating to Cemeteries, sets forth the purpose and use of the Perpetual Maintenance Funds.

These funds are for the purpose of creating, building up, and maintaining a perpetual maintenance fund for the care and maintenance of Brookside, St. Vital, and Transcona Cemeteries. Section 12 of By-law No. 130/2007 includes: “Each cemetery will have a separate Perpetual Maintenance Reserve Fund created with a sum equal to 25% of the purchase price of a lot, plot or cremated remains lot/plot, or a sum equal to 15% of a cremorial or niche purchase, or a sum equal to 10% of a scattering of cremated remains, set aside in the reserve, invested and applied to and for the perpetual care of the lot or plot or cremated remains lot/plot, cremorial, niche, scattering bed or ossuary area. Perpetual care includes general maintenance of lots, plots, cremated remains lots/plots, columbarium niches or the cemetery enclosure.

The City may, annually, utilize up to 50% of the yearly earnings from the relevant Perpetual Maintenance Reserve to undertake improvements or maintenance on the cemetery.”

The Director of Planning, Property and Development is the Funds Manager.

Property Tax Revenue - This is the money that the City bills the property owners in the City of Winnipeg to fund tax-supported expenditures. Property taxes are calculated by applying the municipal mill rate against the portioned assessment of your property. By definition, a mill is a one-thousandth part. For calculating taxes, one mill represents $1.00 of taxes for every $1,000.00 of portioned assessment.

Provision for Cost Variability (“Provision”) - is an inter-fund transfer from the Municipal Accommodations Fund (Fund 554) to the City tax-supported fund (Fund 001). It represents a portion of market rents charged by Municipal Accommodations to its accommodation customers; that portion being the variance between market rent rates charged and the cost to provide and reinvest in the accommodations.

Public-Private Partnership (PPP or P3) - is a contract between a public sector entity and a private sector entity that outlines the provision of assets and the delivery of services. Although this can include almost any type of infrastructure or service, some of the more common P3 projects include hospitals, bridges, highways, new types of technology and new government buildings. Across Canada, P3s have become an increasingly prominent procurement vehicle for governments.

Residential Recycling - Revenue received from Multi Material Stewardship Manitoba (MMSM) on a percentage of cost basis to help fund the waste diversion program for the City.

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Regional Street Renewal Reserve - The Regional Street Renewal Reserve was established in 2014 to increase investment in regional streets and sidewalks. A separate property tax increase will fund this new reserve each year to ensure a dedicated funding system for local streets. Use of the Regional Street Renewal Reserve for purposes other than regional streets or sidewalk renewals requires approval of 2/3 of City Council.

The Director of Public Works is the Fund Manager.

Regulation Fees - Fees charged to users for regulated/controlled services typically where licenses and permits are required. Fines and penalties are also included in this revenue category for summary purposes.

Reserves - Represent amounts appropriated for designated requirements as established by Council. Part of best practices for fund accumulation to replace capital assets and to provide financial flexibility in times of budget shortfall. A listing of the reserve funds is noted below and a description for each one can be found in this glossary.

- Commitment Reserve
- Computer and Critical Systems and Support Reserve
- Contribution in Lieu of Land Dedication Reserve
- Destination Marketing Reserve
- Economic Development Investment Reserve
- Environmental Projects Reserve
- Federal Gas Tax Revenue Reserve
- Financial Stabilization Reserve
- General Purpose Reserve
- Golf Course Reserve
- Heritage Investment Reserve
- Housing Rehabilitation Investment Reserve
- Impact Fee Reserve
- Insect Control Urgent Expenditures Reserve
- Insurance Reserve
- Land Operating Reserve
- Landfill Rehabilitation Reserve
- Local Street Renewal Reserve
- Multi-Family Dwelling Tax Investment Reserve
- Permit Reserve
- Perpetual Maintenance Funds
- Regional Street Renewal Reserve
- Sewer System Rehabilitation Reserve
- Southwest Rapid Transit Corridor Reserve
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve
- Transit Bus Replacement Reserve
- Waste Diversion Reserve
- Watermain Renewal Reserve
- Workers Compensation Reserve

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Retained Earnings - Equity accounts that represent the accumulated surpluses from operations that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

Revenue - Sources of income to The City of Winnipeg recorded in the General Revenue Fund. A listing of major sources of revenue is noted below and a description for each one can be found in this glossary.

- Accommodation Tax
- Business Tax
- Business Tax Adjustments / New Additions
- Electricity Tax
- Entertainment Funding Tax
- Entertainment Funding Tax Refundable – Goldeyes
- Entertainment Funding Tax Refundable – True North
- Entertainment Funding Tax Refundable – Winnipeg Football Club (WFC)
- Frontage Levy
- Government Grants
- Natural Gas Tax
- Net Taxes Added
- Payments in Lieu of Taxes
- Property Tax Revenue
- Regulation Fees
- Sales of Goods and Services
- Sewer Services
- Solid Waste Disposal Services
- Tax Penalty Interest
- Transfers
- Transit Service Fare Revenue
- Water Services Sales

Sales of Goods and Services - Revenue category of fees charged to users for services provided on a fee for service basis by the City for the convenience and quality of life for residents. Generally the consumer can exercise choice on whether or not to consume the service. Examples include recreation and ambulance fees.

Self-Supporting Utility - The Water and Waste Utilities do not receive subsidies from the mill rate or tax supported budget.

Service (Internal) - Those services which are offered internally to one or more organizational units within the corporation in support of public service delivery.

Service (Public) - An operational concept where something of value is provided to individual members of the public, or defined members of the public (client set) or the public collectively.

Service-Based Budget (SBB) - Displays budget information (how much the service will cost and how the service is to be funded) and performance measures for services provided, including all components regardless of which unit or department delivers the service. The

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service-based budget is intended to provide more transparent reporting and a more direct link between the budgets provided and the services delivered.

Service Level Statistics - Are service-related metrics intended to reflect the amount of activity or services provided with the resources approved by City Council, as well as changing circumstances in the community or service industry that may impact the service.

Sewer Services Revenue - This revenue is generated when the sewer rate is applied to the amount of water used as measured by the water meter, since most of it ends up as sewage. This money is used to collect, transport and treat sewage so that it meets environmental requirements before it is released to the Red and Assiniboine Rivers.

Sewer System Rehabilitation Reserve - On May 27, 1992, City Council authorized the establishment of the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve Funds. These Reserves were established for the renewal and rehabilitation of combined sewers and wastewater sewers, respectively, with funding provided from the frontage levy identified for this purpose in By-law 549/73 (amended by By-law 7138/97). The purpose of the Reserves was to provide a consistent approach to financing infrastructure renewal and rehabilitate combined sewers and to renew and rehabilitate wastewater sewers (as defined by the Sewer Utility By-law 5058/88).

The annual frontage levy funding was allocated by City Council between the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve in accordance with the capital program requirements.

On January 30, 2002, City Council passed By-law No. 7958/2002 "Frontage Levy By-law" to include the repair and replacement of streets and sidewalks in residential areas.

On September 27, 2006, City Council approved the consolidation of the Combined Sewer Renewal Reserve and the Wastewater Sewer Renewal Reserve Funds into the Sewer System Rehabilitation Reserve Fund, which was effective on October 1, 2006.

On December 15, 2009, City Council authorized, by way of approval of the Capital Budget, that effective 2009, frontage levy revenue collected on property taxes would no longer fund the Sewer System Rehabilitation Reserve as of 2011. Therefore, the Sewer System Rehabilitation Reserve is fully funded through sewer rates transferred from the Sewer Disposal System Fund as well as interest earned on the reserve fund balance.

The Director of Water and Waste is the Fund Manager.

Shared Health - Shared Health leads the planning and coordinates the integration of patient-centered clinical and preventive health services across Manitoba. The organization also delivers specific province-wide health services and supports centralized administrative and business functions for Manitoba health organizations.

Sinking Fund - A fund established by setting aside annual contributions or levies over a period of time to fund the repayment of long-term debt at maturity. The city administration manages the sinking fund contributions on sinking fund debentures.

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Solid Waste Disposal Services Revenue - The service consists of several primary sources of revenue including tipping fees, waste diversion user fees and residential recycling revenue (a definition of each can be found in this glossary).

Southwest Rapid Transit Corridor Reserve - On March 26, 2008, City Council approved that a Rapid Transit Infrastructure Reserve Fund be established, and that the purpose of the Reserve be to accumulate funds and subsequently to expend on future costs incurred on account of public transit infrastructure, including the construction of rapid transit corridors contemplated in the future.

On October 22, 2008, City Council approved that the purpose of the Rapid Transit Infrastructure Reserve be revised to accumulate funds and subsequently expend on costs incurred on account of public transit infrastructure, including the operation and construction of the rapid transit infrastructure, structures and facilities, development, and other related costs including bus purchases, technology, personnel, and land acquisition.

On January 29, 2013, City Council approved that effective January 1, 2014 the reserve be renamed the Southwest Rapid Transit Corridor - Stage 2 Reserve. In addition the purpose has been revised to: a) accumulate capital funds and subsequently expend such funds on future costs incurred on account of public transit infrastructure, and more specifically, the construction of the Southwest Rapid Transit Corridor - Stage 2, and the purchase of vehicles associated with Stage 2, contemplated in the future; b) contribute to the proposed Jubilee Rapid Transit Station if net proceeds of the disposition of the subject City property are insufficient to cover the City's share, as approved by City Council on October 24, 2012; c) pay for any residual land acquisition settlements for the Southwest Rapid Transit Corridor - Stage 1 project; and d) pay for the ongoing replacement of the 10 buses purchased for the Southwest Rapid Transit Corridor Stage 1 project.

On March 23, 2015 City Council approved that the Reserve be renamed the Southwest Rapid Transit Corridor Reserve.

The Director of Transit is the Fund Manager.

Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve - On March 23, 2015 City Council approved the establishment of the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve. The purpose of the Reserve is to set aside funding for the P3 annual service/financing payment commencing in 2020 for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project. On March 22, 2016 City Council approved an amendment to the funding source to be a combination of the dedicated property tax revenue transferred from the General Revenue fund, an annual transfer of $1.7 million per year from the Transit System Fund starting in 2016 and an annual grant from the Province starting in 2020.
The Director of Transit is the Fund Manager.

Special Operating Agency (SOA) - A special unit of an organization which can operate within or outside the existing city department structure in the delivery of its service(s). It is granted more direct responsibility for results and increased management flexibility needed to attain new

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levels of service delivery. The authority for SOAs is provided by the City of Winnipeg Charter Section 215.

Standing Committees - Sub-committees of City Council delegated certain powers and duties to facilitate the administration of their assigned City departments which report through them to the Executive Policy Committee and City Council. They also provide a forum for public input and receive recommendations from Community Committees related to their respective responsibilities. Areas of responsibility are Finance; Infrastructure Renewal and Public Works; Innovation; Property and Development, Heritage and Downtown Development; Protection, Community Services and Parks; and Water and Waste, Riverbank Management and the Environment.

Strategy - Those steps taken in support of public and internal service goals.

Tax Penalty Interest - This revenue is generated from property and business tax accounts that are in arrears. Tax penalties are applied to tax accounts in arrears in accordance with the Tax Penalty By-law 5796/91 and the Tax Sale Penalty By-law 8157/2002.

Tax-Supported Services - Goods and services supplied by the City whose costs are supported, in whole or in part, by funds received through property tax revenues.

Tipping Fees - This revenue is generated from charging a per tonne rate to residential and commercial garbage delivered to the City landfills.

Transfers - Refers to transfers to and from reserves, departments, and/or funds.

Transfer to Capital - The mill rate supported funding source for capital projects. The transfer to capital amount is sourced from the general revenue (mill rate supported) fund and moved to the general capital fund to finance the City's capital priorities.

Transit Bus Replacement Reserve - On December 15, 1994, City Council approved the establishment of the Transit Bus Replacement Reserve Fund. The purpose of the Reserve is to provide financing for the replacement or refurbishment of transit buses in a scheduled and pragmatic manner. Contributions to this Reserve will be based on a budgeted appropriation from the Transit Department plus proceeds from the disposal of bus equipment and insurance claims on bus equipment written off. Upon the Transit Department making the outlay to replace or refurbish buses, this Reserve will contribute towards that purchase.

The Director of Transit is the Fund Manager.

TransitPLUS - (formerly Handi-Transit) - a service of Winnipeg's public transit system that provides door-to-door transportation for people who are unable to regularly use the City's fixed route transit system because they are legally blind or have significantly impaired mobility. Winnipeg Transit Plus registrants use a variety of mobility aides including scooters, canes, walkers, and both manual and motorized wheelchairs.

Transit Service Fare Revenue - The revenue generated when the type or class of fare is applied to the applicable rider. There are different rates based on time period (i.e. single ride,

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weekly, monthly, etc), method (i.e. cash or e-card) and whether rider qualifies for a student, reduced or regular fare.

User Fees/Charges - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Utility - A utility or public utility provides funding and maintains the infrastructure for and provides a rate based service that is consumed by the public such as water, wastewater, waste disposal, and public transportation.

Waste Diversion User Fee - This revenue is generated to fund new programs that provide residents with more ways to reduce, reuse and recycle. The fee is charged on a daily basis according to dwelling units and appears on the water bill.

Waste Diversion Reserve - On October 19, 2011, City Council approved the establishment of the Waste Diversion Reserve Fund for the purpose of funding waste diversion programs and projects. The reserve is to be funded by surplus monies collected through the waste diversion services user fee. The first transfer to the reserve occurred in 2013.

The Director of Water and Waste is the Fund Manager.

Water Service Sales Revenue - This revenue is generated when the water rate is applied to the amount of water used, as measured by the water meter. This covers the cost of bringing water from Shoal Lake to the consumer, including operating and maintaining the aqueduct, pumping stations, reservoirs, and distribution system.

Watermain Renewal Reserve - On February 18, 1981, City Council established this reserve fund for the purpose of financing the renewal of watermains. It was initially created by the transfer from the Waterworks System and funded through a frontage levy. Since 2009, the source of funding for the Watermain Renewal Reserve is water rates.
The Director of Water and Waste is the Fund Manager.

Winnipeg Police Board - The Winnipeg Police Board provides civilian governance and oversight of the Winnipeg Police Service to improve transparency and accountability in policing. It is made up of seven civilian members. Five members are appointed by Winnipeg City Council and two are appointed by the Province of Manitoba. It receives its authority from Manitoba's Police Services Act (2009) and a City of Winnipeg By-Law (148/2012).

Workers Compensation Reserve - Under the terms of By-law No. 9802 of the former City of Winnipeg, provision was made for the establishment of a Workers Compensation Reserve Fund. On January 1, 1972, as a result of the amalgamation of the City of Winnipeg with former area municipalities, The Workers Compensation Reserve Fund was established in accordance with Section 338 of the former City of Winnipeg Act.

The City administers its workers compensation program on a self-insured basis. In lieu of paying premiums to the Workers Compensation Board of Manitoba, the City pays actual costs incurred plus an administration charge. Departments are charged actual costs as well as surcharges related to financing fatality pensions and upgrades of benefits. The net result is that

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costs and surcharges are transferred to/from the Workers Compensation Reserve Fund. The Workers Compensation Reserve Fund serves to counteract any budgetary fluctuation from year to year that would result from a work related incident of major proportions.

On April 29, 2015, Council approved an amendment to the purpose of the Workers Compensation Reserve
1) to include Permanent Partial Impairment awards for occupational disease claims and
2) that pension surplus/deficit from Workers Compensation Board be accounted for in the Workers Compensation Reserve.

The Corporate Controller is the Fund Manager.