Winnipeg

2020 Preliminary Budget

Operating and Capital

Volume 2





City of Winnipeg

2020
Preliminary Budget
Operating and Capital
Volume 2

WINNIPEG, MANITOBA, CANADA

The City of Winnipeg
Winnipeg, Manitoba
R3B 1B9

Telephone Number: 311

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

www.winnipeg.ca



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Winnipeg

Manitoba

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

Vision

To be a vibrant and healthy city which places its highest priority in quality of life for all its citizens.

Corporate Mission

Working together to achieve affordable, responsive and innovative public service.



City of Winnipeg Council



Mayor Brian Bowman



Matt Allard
ST. BONIFACE



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
Acting Deputy Mayor



Jason Schreyer
ELMWOOD-EAST KILDONAN

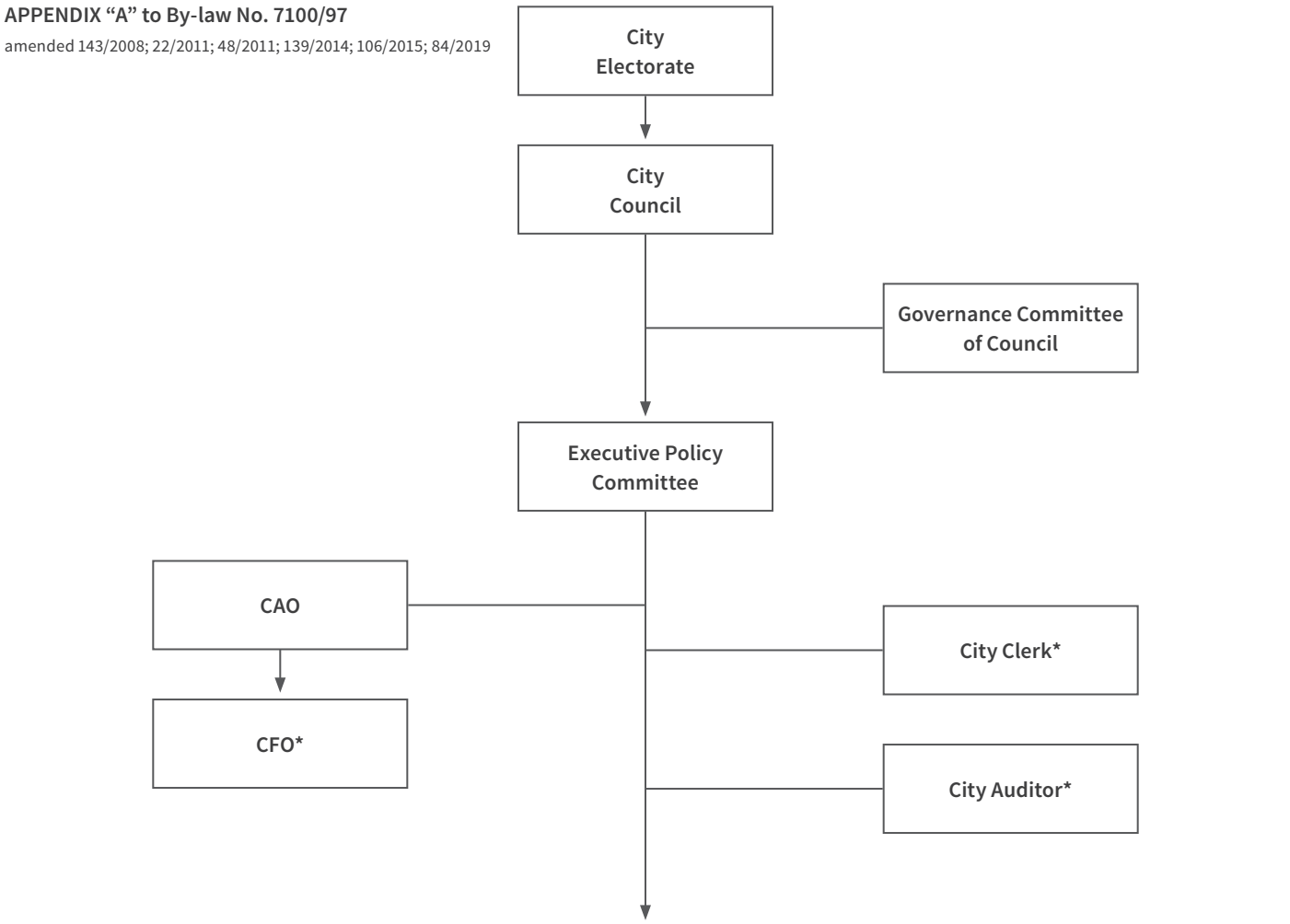


Devi Sharma
OLD KILDONAN

City of Winnipeg Organization

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

amended 143/2008; 22/2011; 48/2011; 139/2014; 106/2015; 84/2019



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 and Economic Development

- Annual reports of SSUs
- Business plans of SSUs
- Feasibility studies re. SSUs
- Innovation, Transformation and Technology
- Economic Development
- Business Liason
- CentreVenture Development Corporation
- Economic Development Winnipeg

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***

Table of Contents

2020 Letter from the Mayor and Chairperson of the Standing Policy Committee on Finance 1
Budget Recommendations 13

Overview ..... **Section One**
Reader's Guide 1-1
2020 Budget at a Glance 1-2
Basis of Budgeting 1-3
City of Winnipeg Fund Structure 1-6
Budget Process 1-7
2020 Budget Presentation 1-11

Service Based Budget ..... **Section Two**
Financial Summary 2-1
Infrastructure Renewal and Public Works 2-5
Water and Waste, Riverbank Management and the Environment 2-21
Property and Development, Heritage and Downtown Development 2-39
Protection, Community Services and Parks / Winnipeg Police Board 2-59
Innovation and Economic Development 2-97
Executive Policy 2-113

Appendices ..... **Section Three**
Appendix 1 – Traditional View Financial Summary 3-1
Tax Supported 3-3
Utility Operations 3-11
Special Operating Agencies 3-18
Appendix 2 – Listings of Grants/Payments 3-23
Appendix 3 – Reserves Budget Summary 3-33
Appendix 4a – Tax Supported Transfers from Other Funds 3-35
Appendix 4b – Tax Supported Transfers to Other Funds 3-36

Table of Contents

Appendix 5 –Transfer to Capital Reconciliation 3-37
Appendix 6 – Fees & Charges Schedule 3-39
Appendix 7 – Asset Management and Capital Recoveries 3-41
Appendix 8 – 2020 Consolidated Budget.....3-43
Appendix 9 – Capital Projects Summary 3-47
Appendix 10 – Services by Policy Area 3-77
Appendix 11 – Glossary 3-79

2020 LETTER FROM THE MAYOR AND CHAIRPERSON OF THE STANDING POLICY COMMITTEE ON FINANCE

Introduction

We are very pleased to table the preliminary 2020-2023 multi-year balanced operating and capital budgets.

2020 is a significant year for the City of Winnipeg. Unlike previous years when City budgets were balanced one year at a time, this year, we are presenting preliminary balanced operating and capital budgets for the next four years.

The multi-year balanced budget process provides Council with an opportunity to make adjustments to the budgets each year as part of an annual review process. Council will still be required to vote on the annual operating and capital budgets each year in accordance with *The City of Winnipeg Charter*.

Multi-year balanced budgeting allows us to take a longer term view of Winnipeg's needs and better plan for stable service delivery and infrastructure investment.

The preliminary multi-year balanced budgets will also provide a blueprint for transformative change in the way we deliver key services and invest in infrastructure while providing certainty and predictability for ratepayers.

Key priorities for the multi-year balanced budgets include investment in transit, community safety, community services, roads, fire protection, trees as well as controlling expenses and driving efficiencies. The multi-year balanced budget process will also chart a course forward to review our building asset footprint, repurpose City owned golf lands, reduce the number of City owned and leased fleet vehicles over time, develop a wading pool and splash pad strategy, and consider a multi-year funding formula for the Winnipeg Police Service.

Winnipeg's population is on track to continue to grow steadily and strongly over the coming decades. It is critical that we manage and support this growth by investing in the right infrastructure and services at the right time so these investments are in place when we need them.

The new multi-year balanced budget process is more open and transparent than previous annual budget processes and has provided greater opportunity for active involvement of all members of Council community organizations, the public and the Public Service. The process began four months ahead of today's tabling of the preliminary multi-year balanced budgets and today marks the continuation of this open and transparent review process.

As other levels of government struggle to balance their budgets one year at a time, we are presenting balanced operating budgets for each of the next four consecutive years.

Despite flat operating funding support from the provincial government, the preliminary budgets are balanced without significant cuts to City services while capping annual dedicated property tax increases at 2.33 percent for investment in road renewal and financing the Southwest Rapid Transitway (SWT).

Overall, we believe the preliminary 2020-2023 multi-year balanced budgets present a responsible plan that strikes the right balance between fiscal and environmental sustainability while making investments in key services and infrastructure that will build our growing City for the future.

Operating Revenues and Expenses

At the start of the multi-year balanced budget process, we were facing an operating deficit of $89.6 million in the tax-supported budget for 2020 that was projected to increase to $174.9 million by 2023.

In October 2019, the Executive Policy Committee endorsed a framework to balance the budgets over the next four years. This framework included stringent operating expenditure targets for all departments and caps on capital expenditures.

In November 2019, City Departments came forward with approximately $147 million of tax-supported operating expenditure reduction options over the next four years to assist in bringing the budgets into balance.

Many of the operating reduction options involved the closure of pools, libraries, fire halls and other civic facilities, along with eliminating important City services.

The preliminary multi-year balanced budgets *do not* include any of the proposed closures of existing City facilities or any other significant reductions to important City services, such as discontinuing multi-family garbage collection or changes to street lighting.

The preliminary multi-year balanced budgets do, however, reflect approximately $118 million of operating expenditure reductions and includes many of the options proposed by the Public Service, as well as some additional expenditure reductions.

Additional expenditure reductions that are reflected in the total of $118 million noted above, include a proposal for the strategic use of debt instead of cash to fund bus purchases and a proposal to discontinue the U Pass program once the agreements with the universities expire in May 2020.

A further expenditure reduction measure included in the preliminary multi-year balanced budgets is a proposal for a 10 percent reduction to all annual grants starting in 2020, excluding grants to organizations that have multi-year agreements with the City. Organizations providing services on behalf of the City through community partnership arrangements will also be excluded from this 10% grant reduction.

With difficult but necessary decisions like these, we have been able to meet the expenditure targets for a majority of City departments, as prescribed by the Executive Policy Committee last year and balance the budgets for the next 4 years. Also assisting in balancing the budgets is slightly higher property tax revenue and investment income than was originally projected at the start of the multi year balanced budget process.

Before capital-related expenses, the tax-supported operating budget will increase by an average of 1.5 percent per year over the next four years, which is among the smallest increases in over a decade. After capital related expenses are included, the next four years would see an average annual increase of 2.6 percent. This is lower than the average annual projected rate of growth in the consumer price index and population growth over this period of 3.37 percent.

Winnipeg continues to have among the lowest operating costs per capita and the lowest property taxes of all major cities in Canada.

The preliminary multi-year balanced budgets propose to maintain Winnipeg's competitive position in this regard by capping property tax increases at 2.33 percent per year for the next four years with the entire increase dedicated to Winnipeg's infrastructure requirements.

Two percent of the proposed 2.33 percent annual increase is dedicated to rebuilding our roads and 0.33 percent is dedicated to financing the SWT. This means the average homeowner will pay an additional $41.00 in property taxes in 2020.

To continue powering the economy and encouraging investment, the business tax rate is being reduced from 4.97 percent to 4.85 percent and the business tax threshold will increase from $33,900 to $35,700 in 2020. This will ensure that approximately one half of Winnipeg's businesses will continue to be exempt from this tax.

The preliminary multi-year balanced budgets propose no changes to the current frontage levy rate or the water and sewer dividend rate. There are no new fees or charges included in the preliminary multi-year balanced budgets.

Increases to most remaining fees and charges will be limited to the rate of inflation at approximately two percent over the next four years, with the notable exception of water and sewer rates which will increase higher than the rate of inflation to fund provincially mandated capital upgrades. The waste diversion fee will increase by three percent from $63.00/year to $65.00/year in 2020 to reflect the cost of the City's recycling contract. The Impact Fee will decrease by five percent in 2020 and parking rates will remain frozen.

Transit

Executive Policy Committee set an annual operating expenditure growth target of 2 percent per year for Transit for the multi-year balanced budget.

At the outset of the multi-year balanced budget process, Transit proposed a total of $52.6 million of operating expenditure reduction options over the next four years to meet its expenditure targets.

The preliminary budgets reject most of the proposed operating expenditure reductions that involve significant service reductions in favour of a plan that will allow Transit to meet its expenditure targets without significantly impacting service while building transit for the future in a fiscally responsible and environmentally sustainable way.

In April 2020, the SWT linking downtown with the University of Manitoba and southwest Winnipeg will be complete and open for service. The SWT was substantially completed ahead of schedule and over $165 million *under* budget.

The multi-year balanced budgets propose an investment of over $13.1 million over the next four years for a new "spine and feeder" transit service model that will serve the SWT by providing high frequency, reliable, efficient and significantly improved service for passengers who travel to, from and within southwest Winnipeg.

The investment in the new spine and feeder system includes several new Transit routes, changes to existing routes and elimination of some redundant routes. This new service plan will be supported by twenty eight new 60 ft. articulated buses along with seven new rapid transit stations located at various points along Stage 2 of the SWT.

The Winnipeg Transit Master Plan will be presented for Council's consideration in 2020. This plan will provide a 25 year vision for Transit services and infrastructure that will support a growing city.

Affordability is a key feature of a modern public transit system and Winnipeg continues to have among the lowest transit fares compared to other major Canadian cities. The multi-year balanced budgets take concrete steps towards enhancing transit affordability for those residents that need it the most by implementing Winnipeg's first low income Transit pass. Starting in 2020, qualifying individuals will be eligible to receive a 30 percent discount on the full adult fare monthly pass with the low income Transit pass. In 2021, this discount will increase to 40 percent followed by 50 percent in 2022.

To further enhance affordability, starting in 2021 children under 12 years of age will be able to ride Transit at no cost.

The multi-year balanced budgets propose significant new investments in Transit Plus, including approximately $1.3 million starting in 2021 to eliminate a barrier that currently requires the origin and destination of a trip to be within 500 meters of an established bus route. Eliminating this barrier is one of the key recommendations of the Ombudsman's 2019 report on Transit Plus.

The multi-year balanced budgets also propose a total investment of $2.5 million over the next four years to implement several more of the Ombudsman's recommendations for Transit Plus which will assist in providing better Transit service to some of our most vulnerable residents.

The preliminary multi-year balanced budgets also reflect approximately $20.5 million of the operating expenditure reductions originally proposed by Transit, including reduced cash contributions to the bus replacement program and discontinuing the free Downtown Spirit service.

The preliminary multi-year balanced budgets also involves the strategic use of debt and retained earnings rather than operating funds to purchase replacement buses, as well as a plan to reduce Transit service on selected low volume routes

As well, the budgets do not propose a renewal of the U-Pass program once the current agreements with the universities expire in May 2020. However, post-secondary students can still receive a 20 percent discount off the cost of a regular adult fare with the purchase of a Post-Secondary Pass and those students in financial need can now apply for a low income Transit pass.

With all of the measures noted above, Transit's overall operating budget will increase by an annual average of 2.5 percent over the next four years (before capital related expenses), slightly higher than its target of two percent.

The tax supported subsidy to Transit is projected to increase by 35 percent from $70.5 million in 2019 to $95.5 million in 2023. Despite significant provincial government funding reductions to Transit over the last few years, investment in Transit remains a top priority for us in the multi-year balanced budgets.

Community Safety

Executive Policy Committee set an annual operating expenditure growth target of 2 percent per year for the Winnipeg Police Service (WPS) for the multi-year balanced budgets.

In November 2019, the WPS came forward with a plan to meet their expenditure targets that involved reducing the complement of sworn officers by 34 positons, as well as 25 cadet positions.

At the same time, City Council made the difficult but necessary decision to approve reforms to the Police Pension Plan sustainability for its members *and* for property taxpayers.

Council's decision on the police pension reforms allow for approximately $14.7 million in pension savings to be reinvested back into the WPS over the next four years. This will enable the WPS to meet their operating expenditure targets without reducing the complement of sworn officers or cadets, which reflects the recommendations of the Winnipeg Police Board on the multi-year budget in December 2019. .

The police pension reforms will also allow for a further $1.5 million in savings each year to be reinvested back into the WPS starting in 2021. These savings can support new investments in police and public safety to be determined by the Chief of Police, in consultation with the Winnipeg Police Board.

Overall, the preliminary 2020-2023 multi-year balanced operating budget proposes historic investments by increasing the operating budget for the WPS by an average of 2 percent annually from $289.4 million in 2019 (before capital related expenses) to over $313 million by 2023, which is the largest share of the City's tax supported operating budget.

The preliminary 2020-23 multi-year balanced budgets will support continued annual investments of $100,000 for the next 3 years in the new Community Safety and Crime Prevention Program to bolster community-level activities that strengthen local crime prevention and community safety efforts.

The preliminary multi-year balanced budgets will support phase 2 of the Downtown Public Safety Strategy by providing new operating funds for a Community Connections space at the Millennium Library to assist vulnerable and at risk residents make important connections to social services.

Also proposed is a total investment of $1 million over the next four years to support an expansion of 24 hour safe spaces by community agencies, which is a key recommendation of the 2019 Illicit Drug Task Force Report. 24 hour safe spaces offer an overnight, safe environment for vulnerable individuals to rest and to access food, as well as other resources and supports. It is our expectation that Winnipeg's proposed new investment in 24 hour safe spaces will encourage additional investments from both the federal and provincial governments in this critical service.

The preliminary multi-year balanced budgets also propose renewed investment of $600,000 over the next 4 years for End Homelessness Winnipeg in support of their efforts to address housing needs and extreme weather support services for the most vulnerable in our community.

Community Services

Executive Policy Committee set an annual operating expenditure growth target of 0.5 percent per year for Community Services for the multi-year balanced budget.

At the outset of the multi-year balanced budget process, the Public Service had proposed over $16 million of operating expenditure reduction options in order for Community Services to meet its expenditure targets.

The recommended operating expenditure reduction options involved the closure of pools, libraries, arenas and other civic facilities. Winnipeggers voiced significant concerns at the prospect of these closures and the multi-year balanced budgets reflect community feedback on this matter.

As stated earlier, the preliminary budgets do not propose the permanent closure of any currently open City facilities. Terry Sawchuk arena is currently closed and would remain closed.

The preliminary multi-year balanced budgets accept approximately $4.7 million of the operating expenditure reduction options in Community Services proposed by the Public Service. Currently, 14 of 20 City of Winnipeg libraries are not open on Sundays and the remaining 6 libraries would be brought into line with this standard. Additionally, there are currently irregular closing times for libraries across the city and a change would see uniformity in the closing times so that all libraries close at 8 pm.

The budgets also include a proposal to reduce Leisure Guide programming by 50 percent starting in January 2021. This reduction will involve a review of all Leisure Guide programming, with a view to retaining programming in high needs areas and a focus on children and youth.

Overall, the preliminary 2020-2023 multi-year balanced budgets propose to increase the Community Services operating budget by an average of 1.3 percent annually for the next four years from $105.1 million in 2019 (before capital related expenses) to $110.9 million in 2023, which significantly exceeds the initial target of 0.5 percent approved by Executive Policy Committee, in order to keep key City facilities open.

Road Renewals

The preliminary multi-year balanced budgets propose significant investments for roads.

Over the last 5 years, the City has invested a total of $535.3 million in regional and local road renewals which has resulted in the completion of 686 lane kilometers of road, back lane and side walk renewals.

The preliminary 2020 capital budget and five year capital forecast continues to invest the full value of the two percent property tax increase in regional and local road renewal. In 2020, we will invest a total of $130.3 million in local and regional road renewal, the highest annual level of investment in our city's history.

A projected total of almost $847 million or an average of $141 million per year will be invested in regional and local road renewals over the next 6 years. This compares to an adjusted six year projected investment of $821 million in 2019 or an average of $136.8 million per year.

The projected investment of $847 million over the next 6 years will result in approximately 900 lane kilometers of road, back lane and sidewalk renewals, which is slightly greater than the distance from Winnipeg to Minneapolis. This investment will support important projects across all areas of Winnipeg including:

- Re-construction of Fermor Ave from Lagimodiere to Plessis;

- Re-construction of various downtown streets including Broadway from Osborne to Main St.,;
- Re-construction of various segments of Erin St., Wall St. and Sargent Ave.;
- Re-construction of Stafford St., Taylor Avenue and Corydon Ave; and
- Reconstruction of Leila Ave from McPhillips to McGregor.

With the investment of over $535.3 million over the last five years combined with the planned investment of $847 million over the next six years, Winnipeg is on track to invest almost $1.4 billion in regional and local street renewals over eleven years.

Winnipeg Fire Paramedic Service

Executive Policy Committee set an annual operating expenditure growth target of 2 percent per year for the Winnipeg Fire Paramedic Service (WFPS) for the multi-year balanced budgets.

At the outset of the multi-year balanced budget process, the Public Service proposed approximately $7.5 million of operating expenditure reduction options over the next four years and $7.8 million of capital expenditure reductions to the WFPS over the next six years.

The preliminary multi-year balanced budgets reject the majority of the proposed operating and capital expenditure reduction options in favour of an investment plan for this critical service area. This plan is built on the recommendations of the recently released report on the WFPS Strategic Direction that provides a 15 year blueprint for investments in the WFPS to support a growing city.

The multi-year balanced budgets propose capital investments of over $25 million to construct 2 new fire paramedic stations beginning in 2022 and 2023. These investments address two of the most immediate capital priorities contained in the WFPS Strategic Direction report.

One of the new stations will be built on the site of the existing Windsor Park station (15) and adjacent city land. This new station will consolidate and replace the existing station in Windsor Park and the St. Boniface station on Marion Street (9). The investment in this station is proposed to begin in 2022. This investment is estimated at $13 million and will be financed primarily through the use of external debt.

The second new station will be built in Waverley West. The investment in this station is proposed to begin in 2023. This investment is estimated at $12.1 million and will be financed partially through the use of external debt of $5.1 million with the balance of $7 million funded from the Impact Fee reserve, recognizing that this new station is required to support a growing area of the city.

The two new fire paramedic stations will each be designed to accommodate an ambulance, subject to Shared Health agreeing to cover its portion of the capital cost of these facilities, recognizing that the City of Winnipeg provides ambulance services on behalf of Shared Health on a contract basis.

It is also expected that the City of Winnipeg will explore options with its neighbouring municipalities in the Winnipeg metropolitan region to help defray the cost of these new fire paramedic stations.

The preliminary multi-year balanced budgets also reflect approximately $2.2 million of the operating expenditure reduction options proposed for WFPS, roughly 30 percent of all of the options proposed by the Public Service. These mostly involve reductions to station maintenance over the next four years.

Overall, the preliminary 2020-2023 multi-year balanced budgets propose to increase the operating budget for the WFPS by an average of 2.1 percent annually for the next four years from $199.5 million in 2019 (before capital related expenses) to $216.8 million in 2023, which slightly exceeds the target increase of two percent approved by Executive Policy Committee.

Tree Protection and Enhancement

In 2019, the Million Tree Challenge was launched to challenge Winnipeggers to help plant 1 million new trees as our population grows towards 1 million people over the coming decades.

Winnipeg's tree canopy is a great source of pride for our residents and a key asset in the battle against climate change however; our tree canopy is under threat from destructive forces such as the Emerald Ash Borer Beetle and Dutch Elm Disease.

The preliminary multi-year balanced budgets have made the protection and enhancement of our trees a priority by increasing the operating budget for tree planting, pruning and Dutch Elm Disease Control from $11.8 million in 2019 to $12.5 million in 2023, an increase of 6 percent .

The total capital investment in the Urban Forest Enhancement Program and the Reforestation Improvements over the next four years is budgeted to be over $25 million, an increase of almost $10 million or 60 percent from the previous four year capital investment in this area. Budget investments build on previous financial support by Council to Trees Winnipeg who will be leveraged to deploy funds and resources from the private sector to expand the urban canopy.

Six Year Capital Investment Plan

The preliminary 2020-23 multi-year balanced capital budget and five year capital forecast proposes an investment of $2.152 billion, which is a decrease of approximately $154 million from the $2.306 billion in the 2019 budget and five year forecast.

This decrease in capital investment is primarily attributable to a decrease in capital investment from the operating budget (cash to capital) from $360.2 million in last year's budget and five year forecast to $128 million in this year's budget and five year forecast. This decrease in cash to capital investment is necessary in order to bring the budgets into balance. The overall decrease in the six year capital investment plan reflects a majority of the capital expenditure reduction options that have been proposed by the Public Service.

External debt for new capital investment for the next six years is projected to be slightly under $133.7 million (excluding Fleet vehicle related debt) which is an increase of $24.3 million from the six year forecast last year of $109.5 million but still well within the City's self-imposed debt limits. The new debt in the six year capital investment plan will primarily support inter-generational investments in roads and construction of new fire paramedic stations.

$20 million from the Federal Gas Tax top up allocated to Winnipeg last year will be used to support investments in safety, security and accessibility improvements to recreation facilities, a renewal of the St. James Civic Centre and the Bonivital Pool, as well as the Urban Forestry Program.

The six year capital investment plan also includes key infrastructure investments that address environmental sustainability and improve our overall quality of life including:

- An investment of $180 million to reduce the incidence of combined sewer overflows;
- An investment of $23.3 million in Active Transportation Infrastructure;
- An investment of $113.5 million for water main renewals and a further $113 million for sewer main renewals;
- An investment of $132.8 million for the purchase of 180 buses to replace existing buses;
- An investment of $6 million to install new heated bus shelters at various locations throughout the City;
- An investment of $4.2 million to digitalize the Planning, Property & Development permitting process;
- An investment of $14.6 million for ongoing capital improvements at Assiniboine Park; and,
- An investment of $3.0 million towards the renewal of Rainbow Stage in Kildonan Park.

Driving Transformative Change

The preliminary multi-year balanced budgets will chart a course for real, measurable transformative change over the next four years. In 2020, the Public Service will bring forward options to establish a new Transformative Fund (TF) for Council's consideration that will be funded from the sale of assets deemed surplus to the City's needs.

The TF will support investments that transform the delivery of City services and reduce the City's infrastructure deficit with a focus on recreation, public green space as well as protection and enhancement of Winnipeg's tree canopy.

The Public Service will also present a plan for Council's consideration early in 2020 to initiate the sale of John Blumberg Golf Course, and report back later in 2020 with a plan to re-purpose up to 30 percent of all City-owned golf lands.

The Public Service will also report back in 2020 with a plan for Council's consideration to reduce the number of City owned building assets, including those leased to 3rd parties.

The Public Service will also report back in 2020 with a wading pool and splash pad reinvestment strategy for Council's consideration that will be funded by the TF.

And finally, in preparation for the 2024-2027 multi-year balanced budgets, the Public Service will be working collaboratively with the Winnipeg Police Service (WPS) and Winnipeg Police Board to bring forward options for Council's consideration on a new multi-year funding formula for the WPS that will provide planning certainty for the City, and a sustainable and predictable funding level for the WPS.

Conclusion

In the coming decades, Winnipeg's population is expected to chart strong and steady increases as we move toward a city of 1 million people. It is critical that we invest in the services and infrastructure now that we know we will need to support this level of growth in the future.

The preliminary 2020-2023 multi-year balanced budgets present a responsible and sustainable fiscal blueprint to support a growing city.

We must continue to work with our federal and provincial partners to maximize Winnipeg's share of infrastructure funding for investments that will support our growing city. We must also continue to work with our provincial government to ensure that the City of Winnipeg has a fair say in how provincial infrastructure grants are spent in Manitoba. We will continue to scrutinize all of our expenditures to ensure we are providing certainty and maximum value for taxpayers.

We now invite all residents and members of Council to continue our efforts to finalize the preliminary 2020-2023 multi-year balanced budgets.

Respectfully submitted,

Brian Bowman
MAYOR

Scott Gillingham
CHAIR, Standing Policy Committee on Finance

Return to Table of Contents

OPERATING BUDGET RECOMMENDATIONS

1. That the following recommendations with respect to the 2020 Preliminary Operating Budget be approved by Council:

A. i. That the 2020 Preliminary Operating Budget, including the budgets for reserves (Volume 2 Appendix 3), be reviewed and approved by Council; and

ii. That the 2021 through 2023 projections be reviewed and approved by Council.

B. That the City's mill rate be decreased from 13.290 to 12.861 in 2020, for the purpose of raising revenue as required for the annual operating budget.

Note: This mill rate of 12.861 in 2020 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 bridges and; a 0.33% 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%. Property taxes are projected to increase by 2.33% in 2021, 2022 and 2023, an increase currently projected to be dedicated to capital programs.

C. i. That the City's business tax rate be decreased from 4.97% to 4.84% in 2020; 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 $35,700 or less in 2020 ($33,900 in 2019).

Note: Business tax rate to be determined in 2021 to 2023 to maintain current budgeted revenue. The Small Business Tax Credit (SBTC) to be recalculated to maintain the current credit commitment in 2021 to 2023.

D. That Council approve the Multi-year Budget Policy (Attachment 1).

E. That Council direct the Public Service to report back within 180 days with a plan to establish a new Transformative Fund that is separate and distinct from the current Land Operating Reserve, to be funded from the sale of assets referred to in Recommendations F, G and H. ii.,

and that the report from the Public Service include the following parameters for the Transformative Fund:

i. That the Transformative Fund be used to support investments that transform the delivery of services and reduce the City's infrastructure deficit with a focus on recreation, public green space as well as preservation, protection and enhancement of Winnipeg's tree canopy; and

ii. That the Transformative Fund include a requirement that a majority of the proceeds deposited into this fund be re-invested within the area in which the funds were generated.

F. That Council direct the Public Service to report in 180 days to the Standing Policy Committee of Property Development, Heritage and Downtown Development with recommendations to sell or enter into a joint venture in respect of John Blumberg Golf Course or the land on which the John Blumberg Golf Course is situated and that a portion of the sale/development proceeds be deposited into the Transformative Fund.

G. That Council direct the Public Service to report back in 2020 with a plan to re-purpose up to 30% of all City owned golf lands. The re-purposing options of these golf lands may include, but are not limited to, public green space, active transportation, reforestation, community gardens, residential development (with affordable housing) and recreational opportunities. The report from the Public Service is to include a policy to deposit a portion of any proceeds from the sale of these lands into the Transformative Fund.

H. That Council direct the Public Service to report back within 180 days with a plan to rationalize City owned and/or leased building assets including:

i. Administrative buildings that the Public Service considers to be surplus to the needs of the City, with any sale proceeds from these buildings deposited into the Land Operating Reserve;

ii. Buildings leased to third parties that the Public Service considers to be surplus to the needs of the City (including a relocation plan for any non-profit tenants) and the Terry Sawchuk Arena, with a portion of any sale proceeds deposited into the Transformative Fund.

I. That Council direct the Public Service to report back within 180 days with a wading pool rationalization and splash pad reinvestment strategy which proposes funding from the Transformative Fund.

J. That Council direct the Chief Administrative Officer to immediately reduce the number of City owned and leased fleet vehicles by 5% starting in 2020 and report back in 2020 to the appropriate committee of Council on the feasibility of any further reductions to the City's vehicle fleet.

K. That Council direct the Public Service, in preparation for the 2024 – 2027 multi-year budgets, working collaboratively with the Winnipeg Police Service (WPS) and the Winnipeg Police Board, to bring forward on or before March 2022 options and recommendations for Council's consideration on a multi-year funding formula for the WPS that will provide planning certainty for the City of Winnipeg and a sustainable, predictable funding level for the WPS.

L. That Council amend the purposes of the Financial Stabilization Reserve to allow transfers between the Financial Stabilization Reserve and the General Revenue Fund, subject to maintaining required annual minimum balances in the Financial Stabilization Reserve, in order to ensure that the tax-supported operating budget is balanced.

M. In order to balance the four-year operating budget, that Council approve the following transfers between Financial Stabilization Reserve Fund and the General Revenue Fund as noted below.

	2020	2021	2022	2023	4year Total
Transfer (to)/ from Financial Stabilization Reserve Fund	($4,959,067)	($6,817,945)	$4,555,491	$24,221,521	$17,000,000

N. That Council approve the fees (Volume 2 Appendix 6), levies and transfers between funds (from / to General Revenue Fund summarized in Volume 2 Appendix 4) outlined in the 2020 Operating Budget.

O. That Council direct the Public Service to report to the appropriate committee of Council within 90 days outlining the creation of a grants program to support the delivery of $1,000,000 in new funding over four years to provide 24/7 safe space supports and services in Winnipeg. Informed by End Homelessness Winnipeg's 2019 review entitled "Safe Spaces in Winnipeg: A Brief Review of Existing Reports and Services", the report must outline the parameters for the grants program, including but not limited to, the program's purpose, objectives, application criteria, selection process, and timelines for this initiative.

P. That Council direct Winnipeg Transit to amend the rule that excludes from Winnipeg Transit Plus services an eligible user located more than 500 meters from a bus route in favour of a rule that includes for the

purposes of Winnipeg Transit Plus services any eligible user located within the City of Winnipeg boundaries and all necessary documents be updated to reflect the change.

Q. That Council approve the introduction of a program allowing children under the age of 12 to travel on Transit free of charge, which program is to be administered as a separate program from any other fare programs and further direct Winnipeg Transit to report to the Standing Policy Committee on Infrastructure Renewal and Public Works within 180 days with respect to the details of the program, an implementation plan, a formal policy and an implementation timeline with a launch date in 2021.

R. That Council approve the elimination of Transit's Downtown Spirit service effective Fall 2020.

S. That Council approve the elimination of the U-Pass program effective June 1, 2020.

T. That Council approve the reduction of bus service as outlined in Attachment 2.

U. That Council amend the Business Improvement Zone Procedures By-law 8111/2002 to reflect that Business Improvement Zones, commencing with their 2021 budget, must allocate funds to offset a portion of the costs of the Neighbourhood Economic Development Officer and that the allocation of this cost to individual Business Improvement Zones be based on (adjusted) annual rental value.

V. That Council reiterate its prior direction to the Public Service to 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, including but not limited to the leasing costs for any new fire paramedic stations.

W. That Council authorize the Chief Financial Officer to:

i. allocate operational savings realized from Innovation projects within this four-year operating budget and approved in 2018 or 2019, to individual departments and Special Operating Agencies with the prior approval of the department(s) in which the project was implemented; and

ii. allocate any new operational efficiencies realized within the Innovation, Transformation and Technology Department within this four-year operating budget as a portion of the return on investment required to self-fund the Innovation Strategy and Smart Cities capital programs up to a maximum annual program value of $2 million.

X. That Council direct the Chief Innovation Officer to report back on the return on investments and results of the innovation and transformation initiatives through the annual budget process.

Y. That Council:

i. require that, prior to payment of grants exceeding $5,000 annually approved in the 2020 operating budget, the City enter into, execute and deliver four-year grant agreements with grant recipients, and authorize the Chief Financial Officer to negotiate and approve the terms and conditions of grant agreements 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, including a provision that grants for years following 2020 are subject to budgetary approval; and

ii. approve grant and grant delegations as indicated in Volume 2 Appendix 2.

Z. That Council enact amendments to the Tax Certificate Fees By-law 53/205 to increase the fee for the making and mailing of a paper tax certificate to $58.00.

AA. That Council enact amendments to the Advertising Signs Business Tax By-law 6298/96 to increase the fee for a licence in lieu of business tax to:

i. $28.75 per square foot of the face of each digital sign;
ii. $3.25 per square foot of the face of each advertising sign that is not a digital sign.

BB. That Council repeal the Residential Toilet Replacement Credit Program By-law No. 111/2009 as the program has been discontinued.

CC. That Council enact amendments to the Sewer By-law No. 106/2018 to ensure that the City continues to pay private sewer service pipe repairs under section 41 for pipes serving owner-occupied single family dwellings and duplexes but discontinue paying private sewer service pipe repairs for those serving other buildings.

DD. That Council enact amendments to section 98 of the Sewer By-law No. 106/2018 to adjust the annual credit applicable to total sewer charges and overstrength wastewater surcharges for qualifying properties from 30% of the total sewer charges and overstrength wastewater surcharges to 20% effective January 1, 2021, 10% effective January 1, 2022 and zero % effective January 1, 2023.

EE. That Council direct Special Operating Agencies to include a budget for vacancy management, as is the practice for other City departments, to be transferred to the tax supported fund and direct the Chief Administrative Officer to manage these in the same manner as with departments of the City.

FF. That Council, consistent with its prior direction to the Public Service, direct the Chief Administrative Officer, as part of the 2021 to 2023 annual multi-year budget review process, to apply continuous improvement tools as set out in Council motion on July 18, 2019.

GG. That Council direct the City Solicitor/ Director of Legal Services to submit the necessary by-laws and policy amendments to implement the above recommendations directly to Council by way of a communication through the Office of the City Clerk.

CAPITAL BUDGET RECOMMENDATIONS

2. That the following recommendations with respect to the 2020 Preliminary Capital Budget and 2021 to 2025 Five Year Forecast be approved by Council:

A. i. That the 2020 Preliminary Capital Budget, totaling $369.569 million be reviewed and approved by Council;

iii. That Council approve new capital borrowing authority as follows:

a) $56.327 million external borrowing for 2020 tax-supported operations, including Transit and Municipal Accommodations; and

b) $1.440 million external borrowing for 2020 tax-supported internal financing.

Note: The borrowing authority for Winnipeg Fleet Management Special Operating Agency (SOA) is approved as part of the SOA's 2020 to 2023 business plan report.

iii. That the 2021 to 2025 Five Year Capital Forecast be reviewed and approved by Council.

B. That Council approve the following cash to capital contribution:

Year	$ Millions
2020	22.721 (budget)
2021	22.889 (forecast)
2022	21.408 (forecast)
2023	21.500 (forecast)
2024	20.000 (forecast)
2025	20.000 (forecast)

C. That Council approve all other transfers from prior years' surplus or authorizations (Volume 3 Appendix 4), to/from reserves and other funds outlined in the capital budget.

D. That Council cancel the following unutilized borrowing authorities in the noted amounts:

i. By-law 120/2009 in the amount of $50 million (Tax supported borrowing related to Disraeli Bridge and Overpass Facility); and

ii. By-law 133/2017 in the amount of $801,434 (Solid Waste Fund).

E. That Council authorize expenditures on the following projects in 2020 or prior to the adoption of the 2021 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 $84.500 million for various Accelerated Regional Street Renewal projects as set out in the capital detail sheet page 2-13;

ii. Up to $1.000 million for the University Crescent - Pembina Highway to Chancellor Matheson Drive regional street project;

iii. Up to $0.500 million for the Portage Avenue Eastbound – St. Charles to David Street regional street project;

iv. Up to $7.000 million in Local Street Renewals to facilitate delivery of industrial streets, residential streets, alley, and sidewalk renewals;

v. Up to $4.820 million for the combined Sherwin Road - Dublin Avenue to Notre Dame Ave road renewal and bridge project;

vi. Up to $2.100 million for the Wellington Crescent Riverbank Stabilization project; and

vii. Up to $500,000 for the Boni-Vital Pool.

F. That Council approve transfers from Land Operating Reserve in 2020

i. to the General Capital Fund to a maximum of $4.515 million

ii. to the General Revenue Fund to a maximum of $4.235 million

provided the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full transfer cannot be made, any shortfall will be addressed during 2020.

G. That Council approve that $1.876 million in prior years' tax supported cash to capital surplus due to capital projects coming under budget, identified in Volume 3 Appendix 5b,be utilized as a funding source in the General Capital Fund in the 2020 tax supported capital budget.

H. That Council direct the City Solicitor/ Director of Legal Services to submit the necessary borrowing by-law directly to Council by way of a communication through the Office of the City Clerk.

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

Return to Table of Contents

Winnipeg

CITY OF WINNIPEG POLICY NO. _____

POLICY TITLE *Multi-Year Budget*	ADOPTED BY *City Council*	EFFECTIVE DATE
ORIGIN / AUTHORITY *Executive Policy Committee / City Council*	CITY POLICY NO	MOST RECENT CONSOLIDATION

1. Purpose:

The purpose of this policy is to define the approach to be used for multi-year budget and Council approvals.

2. Definitions:

2.1 **"Budget cycle"** means a four-year budget cycle beginning with operating and capital budgets adopted by Council for the second fiscal year following a general election of members of Council as provided for in this Policy.

2.2 **"Budget Working Group"** means the working group of councillors with the functions outlined in this Policy and consists of members of Council appointed by the Mayor.

2.3 **"Capital Budget"** means the annual plan for capital projects to be undertaken by the City, together with the method of financing for each. In accordance with the City of Winnipeg Charter, a capital budget must be prepared and approved for the current year and the subsequent five years (forecast years).

2.4 **"Chief Administrative Officer"** means the individual appointed to that position pursuant to the City of Winnipeg Charter, or an employee of the City to which the Chief Administrative Officer has delegated some or all of the functions assigned to his or her by this Policy.

2.5 **"Chief Financial Officer"** means the individual appointed to that position pursuant to the City of Winnipeg Charter, or an employee of the City to which the Chief Financial Officer has delegated some or all of the functions assigned to him or her by this Policy.

2.6 **"Charter"** means *The City of Winnipeg Charter*, S.M. 2002, c. 39.

2.7 **"Committees"** means the Standing Policy Committees of Council and Winnipeg Police Board.

2.8 **"Operating Budget"** means the annual plan of city's services and programs with estimated revenues and expenditures associated with each.

2.9 **"Multi-year Budget"** means the annual operating and capital budgets adopted by Council together with operating budget projections and capital budget forecasts as required by this Policy.

3. Policy

3.1 This Policy builds on – but does not supersede - the legislative requirements for the City's budgets. A multi-year budget for a four year time period beginning in the second fiscal year following a general election of members of Council shall be prepared and adopted by Council. In the first year of a budget cycle, Council shall adopt operating and capital budgets for that year and shall also adopt an operating budget projection for an additional three years and a capital forecast for the next five years, both of which must balance. In the remaining years of the budget cycle, Council must adopt annual budgets on the basis of operating budget projections and capital budget forecasts it previously approved, with adjustments to the projections and forecasts made as provided for in this Policy.

3.2 Legislative requirements for budgets

a) Annual operating budget - subsection 284(1) of the Charter states that before March 31 of each fiscal year, or such later day in the year as may be fixed for that year by the Lieutenant Governor in Council for the purposes of this section, Council must adopt an operating budget for that year.

b) Capital budget and forecast – subsection 284(2) of the Charter states before December 31 of each fiscal year, Council must adopt a capital budget for that year and a capital forecast for the next five fiscal years.

c) Executive Policy Committee – subsection 62(1) of the Charter states that Executive Policy Committee must formulate and present recommendations to Council respecting budgets.

d) Expenditures – subject to subsection 288(2), subsection 288(1) of the Charter states the City may make expenditures only if they are provided for in the operating budget or capital budget of the City or otherwise approved by Council under the authority of this or any other Act.

e) Subsection 288(2) of the Charter states that, before the City's operating or capital budget for a fiscal year is adopted, Council may authorize expenditures to be made of amounts for operating or capital expenses, not exceeding in total 30% of the expenditures estimated in the City's operating and capital budgets for the previous fiscal year. The Expenditures Before Budget Adoption By-law No. 8164/2002 authorizes specific expenditures to be made prior to the adoption of the budget pursuant to this authority.

f) In adopting an operating budget, subsection 285(2) of the Charter states that Council must ensure that the estimated expenditures for a fiscal year do not exceed the estimated revenues for the year.

g) Subsection 286 of the Charter states that the capital budget of the City for each fiscal year and each five year capital forecast of the City shall include estimates of the amount needed to acquire or construct each of the works proposed in the budget or forecast, and the anticipated sources of the amount needed for each of those works.

3.3 In adopting the annual operating and capital budgets in years two to four of the budget cycle, Council must review the operating budget projection and capital budget forecast previously approved for that year, make adjustments to them (if any) in accordance with this Policy and adopt them as the budget for that year.

3.4 In addition to approving budgets and projections for years within the budget cycle, in each year of the budget cycle, Council must approve operating budget projections for a further three years and capital budget forecasts for a further five years. Operating budget projections for years beyond the budget cycle need not be balanced (i.e. revenue need not equal expenditures).

3.5 Before adopting a budget in Years 2-4 of the budget cycle, Council may consider adjusting the approved operating projections and capital forecasts for reasons including:

a) **Legislative changes** – new or amended legislation or regulations with a financial impact to the City;

b) **New council direction** – a new Council direction that has been approved since the approval of the multi-year budget;

c) **Cost or revenue driver** changes – a corporate or service area budget adjustment as a result of changes in economic or other conditions.

d) **Incremental operational impact of approved capital projects** within the multi-year year budget.

3.6 In-year budget amendments:

a) Operating Budget Amendment Process – Council approval is required to amend the net operating budget amount in the course of the year and to add new programs or remove programs from the budget. The Standing Policy Committee on Finance is authorized to approve the addition of budgeted amounts including reallocation of budgets for a purpose other than that set out in the budget to existing programming so long as the net operating budget amount is not increased.

b) Capital Budget Amendment Process - Only Council can approve any new capital project, whether funded by surpluses from other projects or by new funding. Any required additional borrowing authority must be approved by the Minister of Finance of the Province of Manitoba and enacted through a by-law of Council. The Standing Policy Committee on

Finance may approve transfers of budgets between existing capital projects. If the transfer is smaller than $100,000 or 25% of the budget being increased (whichever is the lesser), the transfer can be approved by the Chief Financial Officer.

3.7 The Chief Financial Officer is authorized to make minor adjustments that are "housekeeping" in nature. These include the following:

a) increases to program expenditures in the operating budget that can be off-set by under-expenditures within the same program including, in limited circumstances, transfers from permanent salary to non-salary expenditures (e.g. expenditures incurred for contractors completing work that would otherwise be the responsibility of an employee whose position is vacant);

b) increases to operating expenditures within a program that are offset by revenues or recoveries directly associated with the expenditure increase;

c) transfers of up to $100,000 of capital project surplus by way of the non-specified account to an existing approved capital project without creating a new project or program. (Note: Tax-supported department non-specified capital accounts accumulate capital budget surplus cash to capital amounts);

d) redistribution of 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 capital financing is not exceeded, to ensure the most effective use and timing of financing sources.

e) re-stating the budget subsequent to adoption to reallocate amounts 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 relation to vacancy management, if required, on a budget neutral basis.

3.8 In addition to the authority given in section 35.1 of the City Organization By-law, the Chief Administrative Officer is authorized to manage vacancies within City departments and administrative units within the scope of the annual operating budget without affecting the general level of public services as identified in the operating budget or overall civic staff establishment.

4. Budget Process

4.1 The guiding directive of the multi-year budget process is that, over the period of the four year budget cycle, the City shall maintain a balanced budget.

4.2 In the first year of each multi-year budget cycle, under the oversight of the Budget Working Group, the Chief Administrative Officer shall ensure that the Public Service prepares draft operating and capital budget forecasts for the period of the budget cycle and presents recommendations to the appropriate Committees for consideration and discussion.

a) In preparing the draft operating budget projections and capital budget forecasts, the Public Service shall take into account the strategic priorities identified by Council and outlined in OurWinnipeg and its associated implementation strategies, as well as corporate and departmental strategic plans; and

b) Proposals by the Public Service shall reflect Council's priorities and guidelines which are achievable within the limits of approved budget guidelines that have been determined by the Executive Policy Committee.

4.3 The Committees shall consider the recommendations of the Public Service and forward the results of their deliberations and recommendations to the Budget Working Group.

4.4 The Budget Working Group shall consider the recommendations of Committees as well as the budget proposals from the Public Service.

4.5 The Budget Working Group shall propose a preliminary multi-year budget to the Executive Policy Committee, which must table it at a public meeting and forward it to Committees for their consideration of its implications within the areas of their jurisdiction.

4.6 The Executive Policy Committee shall receive and consider recommendations on the preliminary multi-year budget from the Committees and shall recommend the multi-year budget, with or without amendments, to Council for approval.

4.7 In Years 2 to 4 of a budget cycle, the Budget Working Group shall oversee the annual budget review.

4.8 In Years 2 to 4 of a budget cycle, multi-year budget publications or presentations shall be consistent with previous years but shall be flexible to adapt to changing environments and/or direction from Council.

5. Policy Review

This Policy shall be reviewed at a minimum after each budget cycle by the Chief Administrative Officer and be updated as deemed appropriate or required.

6. Responsibilities

6.1 **City Council** has the responsibility for overall budgetary policy and direction, strategic considerations as well as amendment of this Policy. Only City Council has authority to approve the annual operating and capital budgets as well as operating budget projections and capital budget forecasts.

6.2 **Budget Working Group** shall review submissions from the Public Service and Committees as part of the multi-year budget development and annual adjustments and, based on those submissions, shall propose a draft budget to Executive Policy Committee.

6.3 **Executive Policy Committee** shall

a) approve budget guidelines and provide any supplemental direction to Committees in the first year of the budget cycle;

b) table the preliminary multi-year operating budget and capital budget (including projections and forecasts) proposed by the Budget Working Group;

c) recommend a budget to Council for adoption.

6.4 **Committees** shall in the first year of a budget cycle

a) consider presentations by the Public Service and delegations from the public concerning the areas of the budget within their jurisdictions and provide recommendations for consideration by the Budget Working Group; and

b) hear delegations from the public concerning the areas within their jurisdictions of the budget and make recommendations concerning the preliminary budget to Executive Policy Committee.

6.5 **Chief Administrative Officer** shall oversee the Public Service' participation in the multi-year budget process.

6.6 **Public Service** shall

a) prepare and present to Committees, Budget Working Group, and Council as a whole, long-term forecasts including consideration of corporate and departmental strategic plans as background information to Council's preparation of guidelines for four-year budgets.

b) provide the necessary analysis and information aligned with Executive Policy Committee budget guidelines and Council direction.

Attachment 2
Winnipeg Transit
Service Rationalization - Route Reductions

Route No.	Route Name	Day Type	Current Hours	Reduced Hours
10	St Boniface/Wolseley	Sunday	06:43-24:36	10:59-22:30
68	Crescent	Saturday	10:36 - 18:52	No Saturday Service
79	Charleswood	Saturday	05:32 - 26:05	05:32 - 19:00
79	Charleswood	Sunday	06:32 - 25:01	11:00 - 22:29
79	Charleswood	Weekday	08:33 - 26:05	08:33 - 22:30
82		Saturday	08:27 - 18:49	No Saturday Service
83		Saturday	08:07 - 22:21	11:00 - 19:00
83		Sunday	11:53 - 19:47	No Sunday Service
84		Saturday	05:36 - 23:41	11:00 - 19:21
85		Saturday	10:49 - 19:21	No Saturday Service
85		Sunday	10:51 - 19:01	No Sunday Service
85		Weekday	05:35 - 22:55	05:35 - 19:00
89		Saturday	06:54 - 25:22	No Saturday Service
89		Weekday	08:59 - 25:44	08:59 - 19:00
92		Saturday	06:47 - 23:25	11:00 - 19:00
92		Sunday	11:13-18:37	No Sunday Service
92		Weekday	08:28 - 24:25	08:28 - 19:00
93		Saturday	06:35 - 19:30	No Saturday Service
93		Sunday	11:32-17:33	No Sunday Service
94		Weekday	05:44 - 24:32	05:44 - 22:25
95		Saturday	07:43 - 19:18	No Saturday Service
95		Sunday	10:49-19:18	No Sunday Service
95		Weekday	05:21 - 20:46	05:21 - 19:00
97		Weekday	05:44 - 19:09	Rush Hour Only
98		Weekday	05:53 - 18:36	Rush Hour Only

Notes:

- The following routes will lose all Saturday service: 68, 82, 85, 89, 93, 95
- The following routes will lose all Sunday service: 83, 85, 93, 95
- These are the rationalization options with the lowest passenger impacts

Return to Table of Contents

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 2020 operations and 2021, 2022, and 2023 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 2019 GFOA budget award and the City of Winnipeg Council organization chart, 2020 Letter from the Mayor and the budget recommendations to be submitted for Council approval.

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

- Reader's Guide
- 2020 Budget at a Glance identifies and summarizes the City budgets for major funds on a consolidated basis.
- 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 in the next section.

- 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.

Return to Table of Contents

2020 BUDGET AT A GLANCE

(In millions of $)

Revenue

	2019 Adopted Budget	2020 Preliminary Budget
Tax Supported Operations	1,125.0	1,144.5
Utilities	652.6	661.0
Special Operating Agencies	81.3	81.4
Reserves	312.0	279.2
Capital	367.8	369.6
Total Revenue	**2,538.7**	**2,535.7**

Expenditures

	2019 Adopted Budget	2020 Preliminary Budget
Tax Supported Operations	1,125.0	1,144.5
Utilities	685.2	618.2
Special Operating Agencies	89.3	85.4
Reserves	263.1	275.7
Capital	367.8	369.6
Total Expenditures	**2,530.4**	**2,493.4**
Surplus / (Deficit)	**8.3**	**42.3**

Notes:

1. - The consolidated budgets are presented in Appendix 8 of Volume 2 for 2019 and 2020.
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 beginning and ending balance in the General Revenue Fund is zero.
4. - A detailed list of reserve funds can be found in Appendix 3 of Volume 2.

Return to Table of Contents

Basis of Budgeting

The City, for the first time ever, has produced a four year, multi-year operating budget. The 2020 to 2023 Tax Supported Operating Budget is balanced in all four years. The 2020 preliminary operating budget and projections will go to Council for adoption in March.

The City prepares a six-year capital investment plan, including related funding sources. The six-year capital view is required by legislation (The City of Winnipeg Charter). The preliminary capital budget for 2020 and five-year forecast will go to Council for adoption in March 2020.

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 (see Appendix 4A and B, Volume 2) 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, Volume 2).

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 budget 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 (see Appendix 8 Volume 2).

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.

As per the Multi-Year Budget Policy, subject to Council approval, the 2020 to 2023 tax supported operating budget is balanced in all four years.

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 (see Appendix 6, Volume 2).

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.

Return to Table of Contents

City of Winnipeg Fund Structure

General Revenue	General Capital	Utilities	Special Operating Agencies	Reserves
• Police Service • Public Works • Fire Paramedic Service • Community Services • Planning, Property and Development • Waste and Waste - Solid Waste Collection • Street Lighting • Innovation, Transformation and Technology • Human Resource Services • Customer Service and Communications • Assessment and Taxation • Corporate Finance • Legal Services • Chief Administrative Office • Council • Mayor's Office • Audit • City Clerks • Office of Policy and Strategic Initiatives • Museums	• Same departments as the General Revenue Fund	• Transit • Waterworks • Sewage Disposal • Solid Waste Disposal • Municipal Accommodations • Land Drainage and Flood Control	• Animal Services • Golf Services • Fleet Management • Parking Authority	• Examples: • Destination Marketing • Environmental Projects • Financial Stabilization • Local Street Renewal • Regional Street Renewal • Southwest Rapid Transitway (Stage 2) & Pembina Highway Underpass • Water Main Renewal

Return to Table of Contents

Budget Process

Performance Measurement April to July 2019

- 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 2019

- An annual citizen survey is also undertaken.

Call Letter May 2019

- Each year, the Chief Financial Officer issues the Budget Call Letter, launching the annual budget process.
- The operating budget submission has been typically 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.
- The 2020 Budget Call Letter requested four years of operating budget information; the budget year and three projection years.

Budget Development May 2019 to February 2020

- 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.

Multi-year Balanced Budget October to December 2019

- Based on targets given by Executive Policy Committee, departments presented cost reduction options to the applicable Committee of Council for their review.
- Allowed citizens to provide in person and online feedback to the Committees. The Committees then had opportunity to forward their own recommendations to Budget Working Group, if any.

Table Preliminary Budgets March 6, 2020

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

Committee Review March 2020

- 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 Economic Development, and
  - The Winnipeg Police Board.
- The Committees hear presentations by departments. Members of the public and interest groups may also make presentations at these meetings.
- The Executive Policy Committee provides for delegations from the public and reviews the recommendations from the Standing Policy Committees. Recommendations are finalized by the Executive Policy Committee and forwarded to Council.

Council Approval March 25, 2020

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

Budget Amendments

Operating Budget Amendment Process

From time to time during the year, it may be necessary to amend the operating budget to accommodate new or existing programming. New programming must be approved by Council. The Standing Policy Committee on Finance is the body authorized to approve the addition of budgeted amounts to existing programming. The Public Service has some authority.

Capital Budget Amendment Process

From time to time during the year, it may be necessary to amend the capital budget. Any new capital project, whether funded by surpluses from other projects or by new funding, must be approved by Council. Any required additional borrowing authority must be approved by the Minister of Finance of the Province of Manitoba and enacted through a by-law of Council.

Standing Policy Committee of Finance may approve transfers of budgets between existing capital projects. If the transfer is smaller than $100,000 or 25% of the budget being increased (whichever is the lesser), the transfer can be approved by the Chief Financial Officer.

For more information, refer to the Multi-Year Budget Policy (Volume 2 – attachment to the budget recommendations).

2020 – 2023 PRELIMINARY OPERATING AND CAPITAL BUDGET



City of Winnipeg March 6, 2020

Agenda

- Budget Context
- Budget Consultation – Public Engagement
- Multi-Year Balanced Budget
  - Key Goals and Priorities
  - Transformative Service Delivery
  - Operating and Capital Budgets
  - Budget Highlights
- Debt Strategy and Net Debt per Capita
- Budget Outlook
- Schedule of Budget Review Meetings

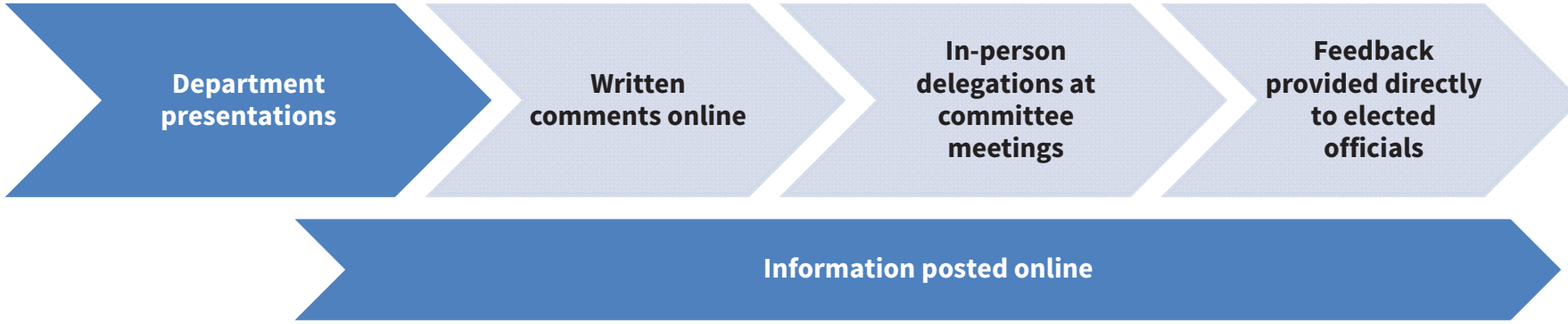
Budget Context

- Multi-year Budget Goal:



- Budget Process
- Starting tax supported deficit: $89.6 million in 2020, up to $174.9 million by 2023
- EPC Recommended Targets to Balance
- Multi-year budget policy including annual budget review / update

Multi-year Budget Public Feedback



21 COMMITTEE MEETINGS	20 DEPARTMENTAL PRESENTATIONS	159 IN-PERSON DELEGATIONS
37,993 WEBSITE VISITS	215 SOCIAL MEDIA REACTIONS	447 WRITTEN SUBMISSIONS

Multi-year Budget Public Feedback

2019 Citizen Survey - Overall Satisfaction



Quality of Life (Very good/Good)			
2016	2017	2018	2019
94%	92%	93%	93%



Value for Tax Dollars (Very good/Good)			
2016	2017	2018	2019
68%	70%	71%	68%



Overall City Services (Very /Somewhat Satisfied)			
2016	2017	2018	2019
85%	88%	87%	88%



Customer Service (Very /Somewhat Satisfied)			
2016	2017	2018	2019
79%	83%	79%	81%

MULTI-YEAR BALANCED BUDGET

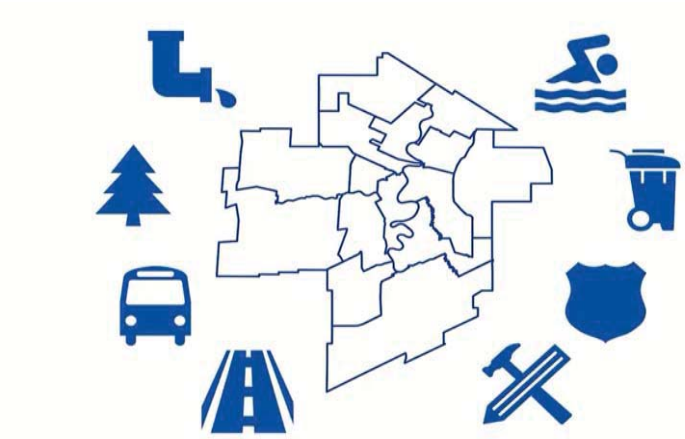
Key Goals

- Fiscal responsibility
- Financial Sustainability
- Greater certainty for taxpayers and stakeholders
- Transparent budget review



Key Priorities

- Transformative service delivery
- Sustainability – roads, transit, tree protection and enhancement
- Community safety
- Affordability and expenditure control
- Strategic investments
- Long-term vision



Transformative Service Delivery

"This multi-year balanced budget process provides an opportunity to develop a transformative budget that creates a sustainable financial plan to meet the dynamic needs of a growing city."

Quote from Councillor Scott Gillingham, Chair of Standing Policy Committee of Finance

- Transformative fund
  - Sources of funds:
    - Sale of certain assets deemed surplus
    - Re-purpose golf lands



  - Golf Lands Repurposing Review - $200,000 investment
  - Options: public green space, active transportation, reforestation, community gardens, residential development, recreational opportunities

Transformative Service Delivery

- Sale of (or enter into a joint venture) John Blumberg golf course

- Rationalize owned and leased buildings
  - Buildings leased to third parties
  - Terry Sawchuk arena

  Note: sale of administrative buildings – Land Operating Reserve

- Reduction in fleet inventory and assets



Transformative Service Delivery

- Reinvestment:
  - Recreation, public green space, protect tree canopy





  - Wading pool rationalization and spray pad reinvestment strategy
  - Portion re-invested within the area in which the funds were generated

- Collaboration of Public Service with Police Service and Police Board – options for a multi-year funding formula for police service

- Transformative Fund (policy, implementation plan) to be approved by Council in fall of 2020

Balancing the 4-year tax supported budget

Total 4-year In Millions of $	Targets	Options	Preliminary Budget
Starting shortfall	$ 542.9	$ 542.9	$ 542.9
Less Adjustments:			
Operating expenditures	$ 144.2	$ 146.9	$ 118.1
Cash to Capital	186.5	180.9	177.1
Corporate Efficiencies	145.0	145.0	142.3
Police pension savings			16.5
Refined budget estimates			20.2
Grant reductions			3.3
Other and administrative adjustments *	67.2	67.2	65.4
Total Adjustments	$ 542.9	$ 540.0	$ 542.9
	$ (0.0)	**$ 2.9**	**$ -**

* Other and administrative adjustments include Council decisions for YMCA grant due to inclusion in the ICIP report and salary adjustments from collective agreement and other corporate adjustments.

Operating Budget Summary

Operating Budget at a Glance (in millions of $)

Revenue

	2019 Budget	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
Tax Supported Operations	1,125.0	1,144.5	1,158.9	1,196.5	1,245.5
Utilities Operations	652.6	661.0	688.6	708.6	732.1
Special Operating Agencies	81.3	81.4	81.2	80.9	81.9
Total Revenue	**1,858.9**	**1,886.9**	**1,928.7**	**1,986.0**	**2,059.5**

Expenditures

Tax Supported Operations	1,125.0	1,144.5	1,158.9	1,196.5	1,245.5
Utilities Operations	685.2	618.2	647.5	666.0	688.3
Special Operating Agencies	89.3	85.4	79.9	79.9	80.4
Total Expenditures	**1,899.5**	**1,848.1**	**1,886.3**	**1,942.4**	**2,014.2**
Surplus / (Deficit)	**(40.6)**	**38.8**	**42.4**	**43.6**	**45.3**

Capital Budget Summary

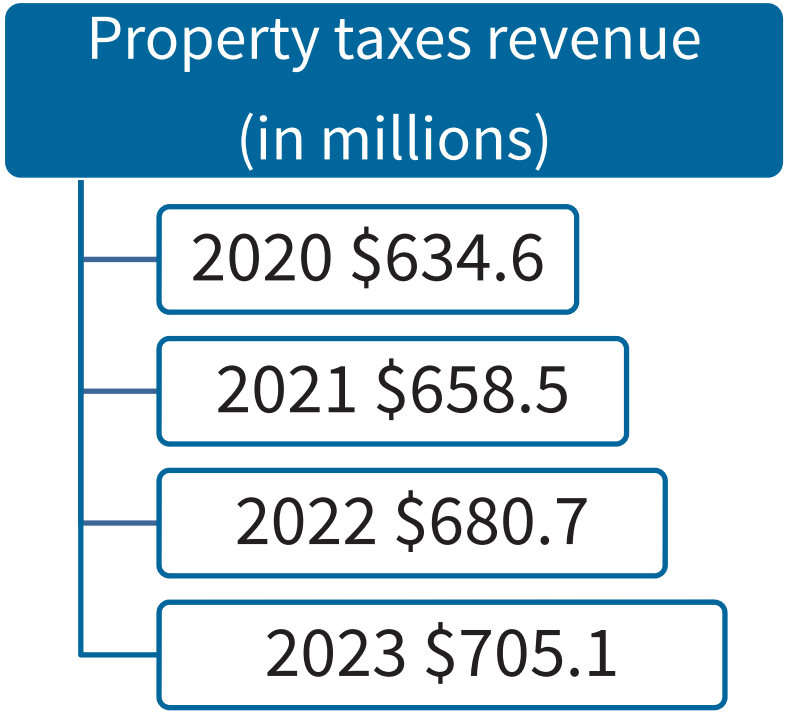
In Millions of $	2019 Adopted Budget	2020 Preliminary Budget	2021 to 2025 Forecast	6-year Total
Tax Supported	$ 186.4	$ 206.0	$ 969.2	$ 1,175.2
Utilities	158.0	147.0	729.5	876.5
Special Operating Agencies	23.4	16.6	84.0	100.6
TOTAL	**$ 367.8**	**$ 369.6**	**$1,782.7**	**$ 2,152.3**

2019 Capital Budget and 5-year Forecast $2.306 billion

Revenue Highlights

Property and Business Taxes

- Combined 2.33% property tax increase
  - 2% property tax increase dedicated to capital (1% to each of Regional Street and Bridges, and Local Street Renewal Programs)
  - 0.33% property tax increase dedicated for future payments for the Southwest Rapid Transitway (Stage 2)
  - 2.33% tax increase per year from 2020 to 2023



Revenue Highlights

Property and Business Taxes

- Business Tax rate reduced from 4.97% to 4.84%
  - Full rebate of municipal business taxes for businesses that have a rental value of $35,700 or less in 2020 ($33,900 in 2019)
  - Impacts 47% of all businesses
  - Approximately 5,710 businesses will benefit
  - Business tax revenue $57.9 million from 2020 to 2023 ($56.9 million in 2019)

Revenue Highlights

Fees

- Special duty officer fees increased by more than inflation for cost recovery
- Waverley West fire paramedic station partly funded by impact fee reserve $7 million in 2023
- Remaining fees and charges to increase by inflation 2.4% in 2020 and 2.0% for the next three years
- Typical residential customer water and sewer bill increases annually between 2.8% and 3.0% to fund provincially mandated North End Sewage Treatment plant upgrade
- No frontage levy rate increase
- No new fees
- On-street parking fees remain at 2019 levels

Revenue Highlights

Provincial Funding

- Provincial operating and public safety grants at $147 million*
  - Consistent with 2019 funding levels
- Provincial capital funding
  - 2020/2021 – strategic infrastructure basket funding $75.0 million*
  - 2019/2020 - $113.1 million
    - Additional funding related to Investing in Canada Infrastructure Program:
      - » North End Sewage Treatment Plant (NEWPCC) $21.8 million bringing total funding to $56.2 million ($21.8 million + previous funding of $34.4 million)
      - » St. James Civic Centre renovation and expansion - $3.9 million)

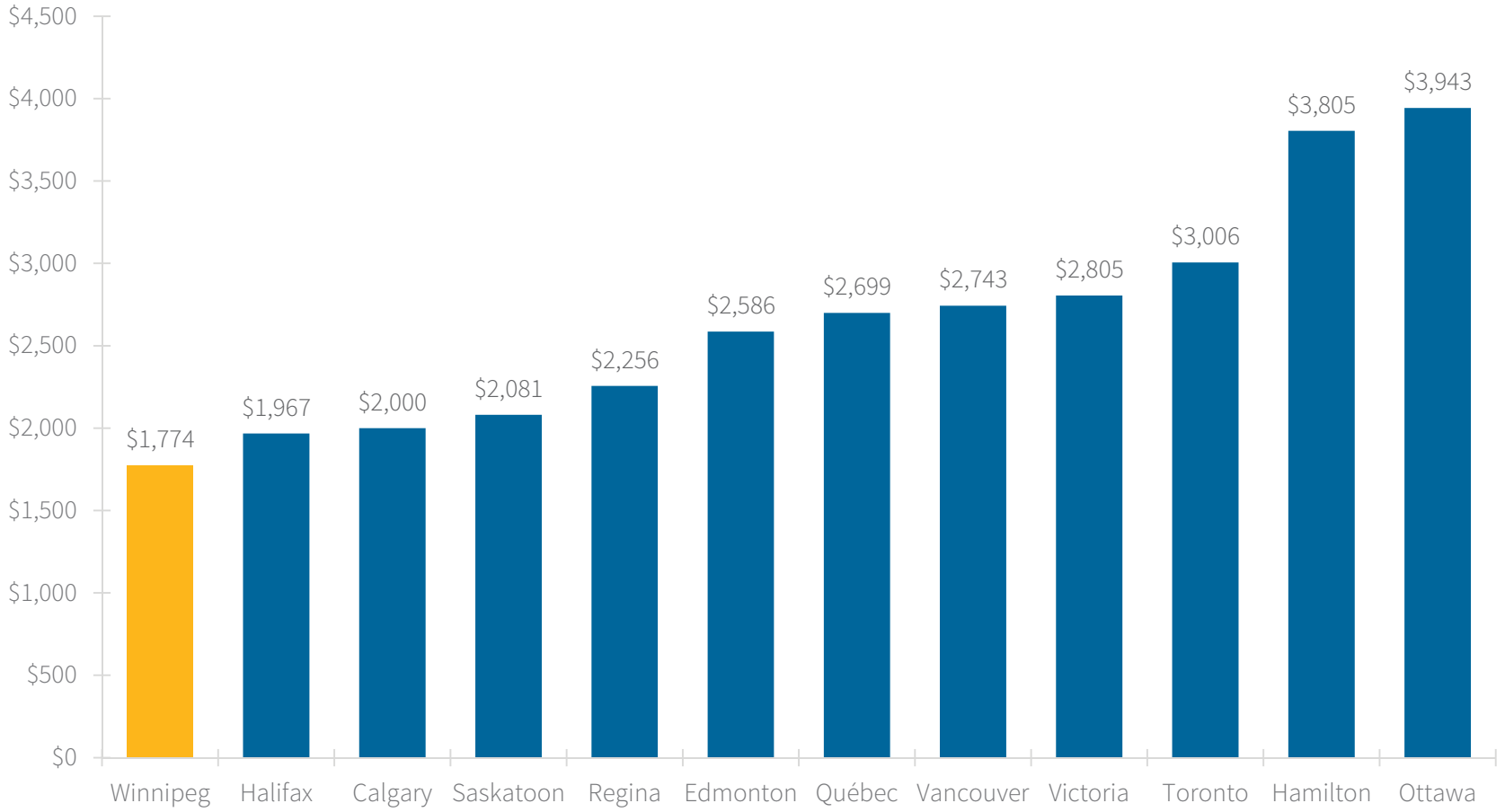
* Amount to be confirmed from the Province's annual budget

Revenue Highlights

Transfers to General Revenue Fund

In millions of $	2019	2020	2021	2022	2023
Financial Stabilization Reserve	$ 10.3	$ 17.0	$ -	$ -	$ -
Other Reserves	9.0	6.8	1.8	1.8	1.8
Other Funds	11.6	11.0	9.7	9.9	10.1
TOTAL	**$ 30.9**	**$ 34.8**	**$ 11.5**	**$ 11.7**	**$ 11.9**

2019 Municipal Property Tax Comparison for Average Home



Source: Cities Assessment and Taxation Websites and various other media sources

Residential Property Tax Changes in Western Canadian Cities

City	2016	2017	2018	2019	2020	Compounded Increase since 1998
Vancouver	2.30%	3.90%	4.24%	4.90%	7.00%	**117%**
Edmonton	3.40%	2.90%	3.20%	3.30%	2.08%	**148%**
Calgary	3.50%	0.00%	3.80%	3.45%	7.51%	**144%**
Saskatoon	3.96%	2.55%	3.79%	4.40%	3.70%	**130%**
Regina	3.30%	6.49%	4.34%	4.33%	3.25%	**101%**
Winnipeg	2.33%	2.33%	2.33%	2.33%	2.33%	**20%**

Source: Cities' websites and news outlets, City of Winnipeg Economic Research Calculations

Residential Property Tax Changes in Western Canadian Cities

City	Municipal Property Tax Increase in 2020	Dollar Increase on Avg. Municipal Property Tax Bill in 2020	Dollar Impact on Avg. Municipal Property Tax Bill per 1% Increase
Vancouver	7.00%	$183	$26.14
Edmonton	2.08%	$51	$24.52
Calgary	7.51%	$150	$19.97
Saskatoon	3.70%	$70	$18.88
Regina	3.25%	$67	$20.68
Winnipeg	2.33%	$41	$17.73

Source: Cities' websites and news outlets, City of Winnipeg Economic Research Calculations

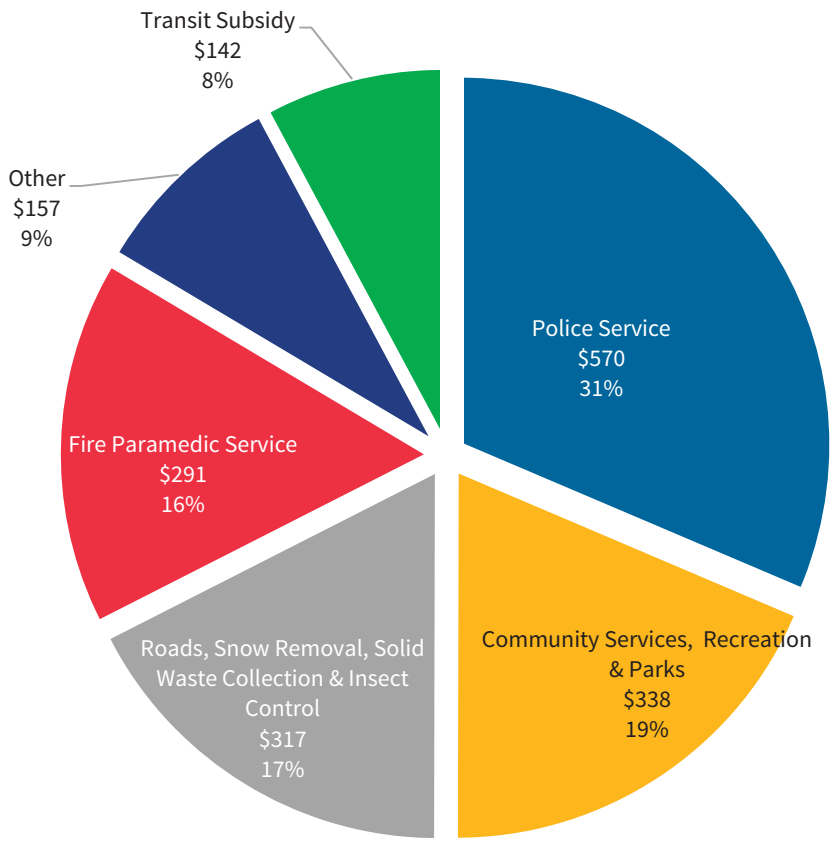
Average Home Assessed at $313,590 in 2020



	2019	2020	Change	
Municipal property taxes (excludes school taxes)	$1,774	$ 1,815	$ 41.31	2.33%

11 cents per day on the average home

How the Average Annual Municipal Property Tax Bill is Spent on Tax-Supported Services in 2020



Municipal Property Tax Total for Average Homeowner: **$1,815 annually in 2020**

Community Services, Recreation & Parks includes the following services: Assiniboine Park Conservancy, City Beautification, Community Liveability, Golf Services, Libraries, Parks and Urban Forestry, Recreation, and Arts, Entertainment, and Culture.
Other includes the following services: 311 Contact Centre, Animal Services, Assessment and Taxation, Cemeteries, City Planning, Inspection, and Housing, Council Services, Economic Development, Innovation, Organizational Support Service, and Property Asset Management.

Source: City of Winnipeg Economic Research

Tax Supported Operating Budget

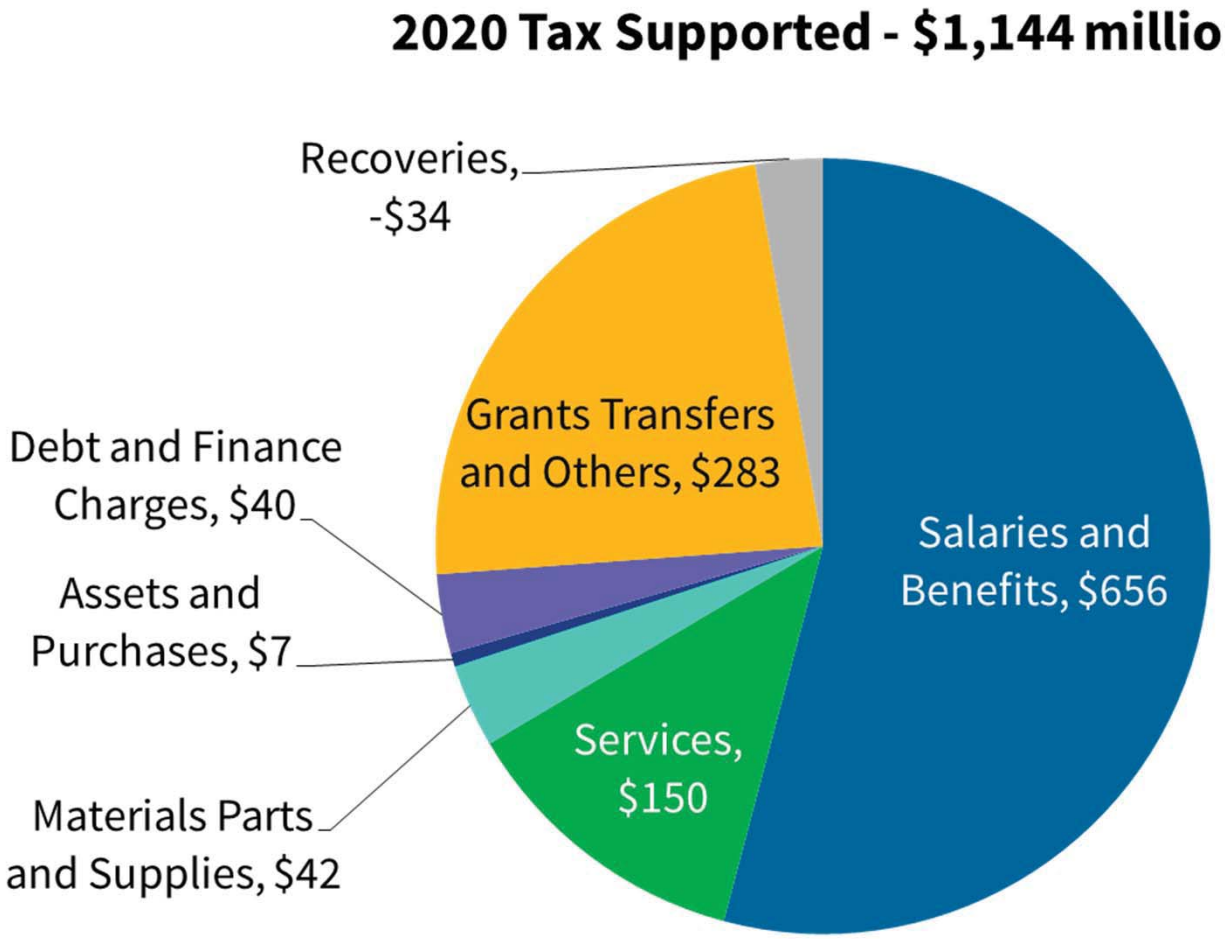
In Millions of $	2019 Budget	2020 Preliminary Budget	*Increase / (Decrease)*
REVENUE			
Property Taxes	$ 607.7	$ 634.6	*$ 26.9*
Business Taxes	56.9	57.9	*1.0*
Other	460.4	452.0	*(8.4)*
TOTAL REVENUE	**1,125.0**	**1,144.5**	***19.5***
OPERATING EXPENDITURES			
Departmental	922.1	931.4	*9.3*
Corporate	78.8	70.4	*(8.4)*
TOTAL OPERATING EXPENDITURES	**1,000.9**	**1,001.8**	***0.9***
Capital related expenditures	124.1	142.7	*18.6*
TOTAL EXPENDITURES	**1,125.0**	**1,144.5**	***19.5***
SURPLUS / (SHORTFALL)	**$ -**	**$ -**	**$ -**

Year Over Year % Increase on Operating Expenditures	**0.1%**
4 Year Average % Increase on Operating Expenditures	**1.5%**

2021 to 2023 Annual Budget ~$1.2 billion

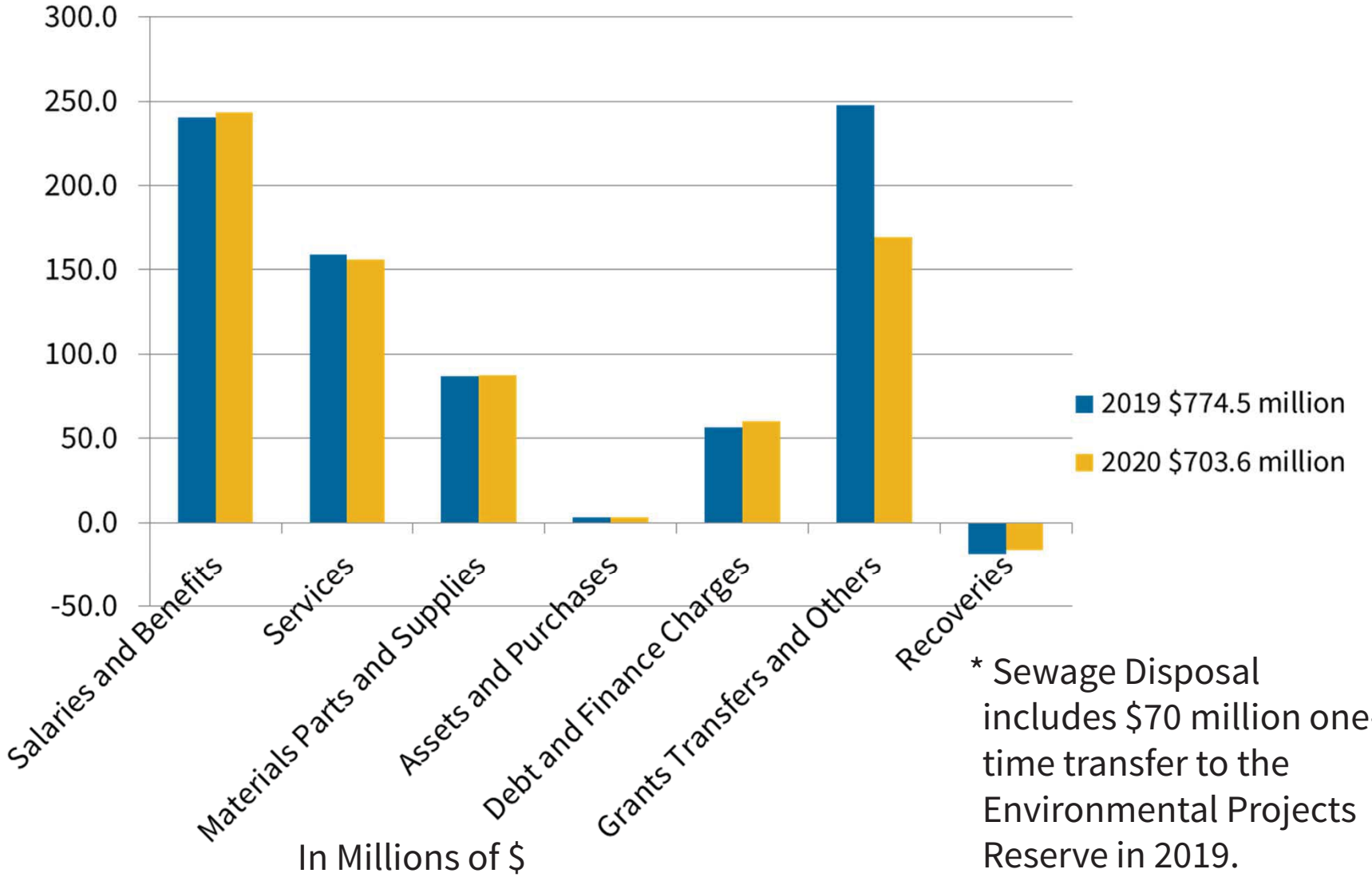
4-year Average Increase in Total Expenditures	**2.6%**

Tax Supported Expenditure Highlights



In Millions of $

Utilities and SOAs Expenditure Highlights



In Millions of $

* Sewage Disposal includes $70 million one-time transfer to the Environmental Projects Reserve in 2019.

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management

2020 - 2023 Preliminary Operating Budget

	2019 Adopted Budget	2020 Budget	Increase / (Decrease)	2021	2022	2023
Full Time Equivalents *(number of FTEs)*	9,129	9,139	10	9,121	9,107	9,091
Salaries & Benefits *(in millions of $)*	$ 883.8	$ 899.8	$ 16.0	$ 916.8	$ 935.3	$ 955.4
Vacancy Management included in Salaries & Benefits *(in millions of $)*	*$ (18.4)*	*$ (18.8)*	*$ (0.4)*	*$ (19.7)*	*$ (20.4)*	*$ (20.9)*

FTE Reductions by 2023 In Comparison to 2019 Budgeted FTEs

	2023
Vacant Positions	(17)
Filled Positions	(21)
Total FTE reductions	(38)

Expenditure Highlights

- Vacancy management budgeted at $18.8 million in comparison to $18.4 million in 2019

In Millions of $	2019	2020	2021	2022	2023
Tax supported, Transit and Municipal Accommodations	$ 13.9	$ 13.7	$ 13.9	$ 14.1	$ 14.5
Water and Waste	4.2	4.1	4.1	4.2	4.2
SOAs	0.3	1.0	1.7	2.1	2.2
TOTAL	**$ 18.4**	**$ 18.8**	**$ 19.7**	**$ 20.4**	**$ 20.9**

- 2020 vacancy management budget - 2% of city-wide salaries and benefits ($899.8 million)

Expenditure Highlights

- Increased efficiency savings from $14.6 million in 2019 to $16.5 million in 2020

In Millions of $	2019 Adopted Budget	2020 Budget	2021	2022	2023
Corporate Efficiencies	$ 12.2	$ 15.2	$39.7	$ 42.2	$42.0
Police Service	1.0	1.0	1.0	1.0	1.0
Other departments	1.4	0.3	0.3	0.3	0.2
TOTAL	**$ 14.6**	**$ 16.5**	**$41.0**	**$ 43.5**	**$43.2**

- **4-year efficiency savings $144.2 million**

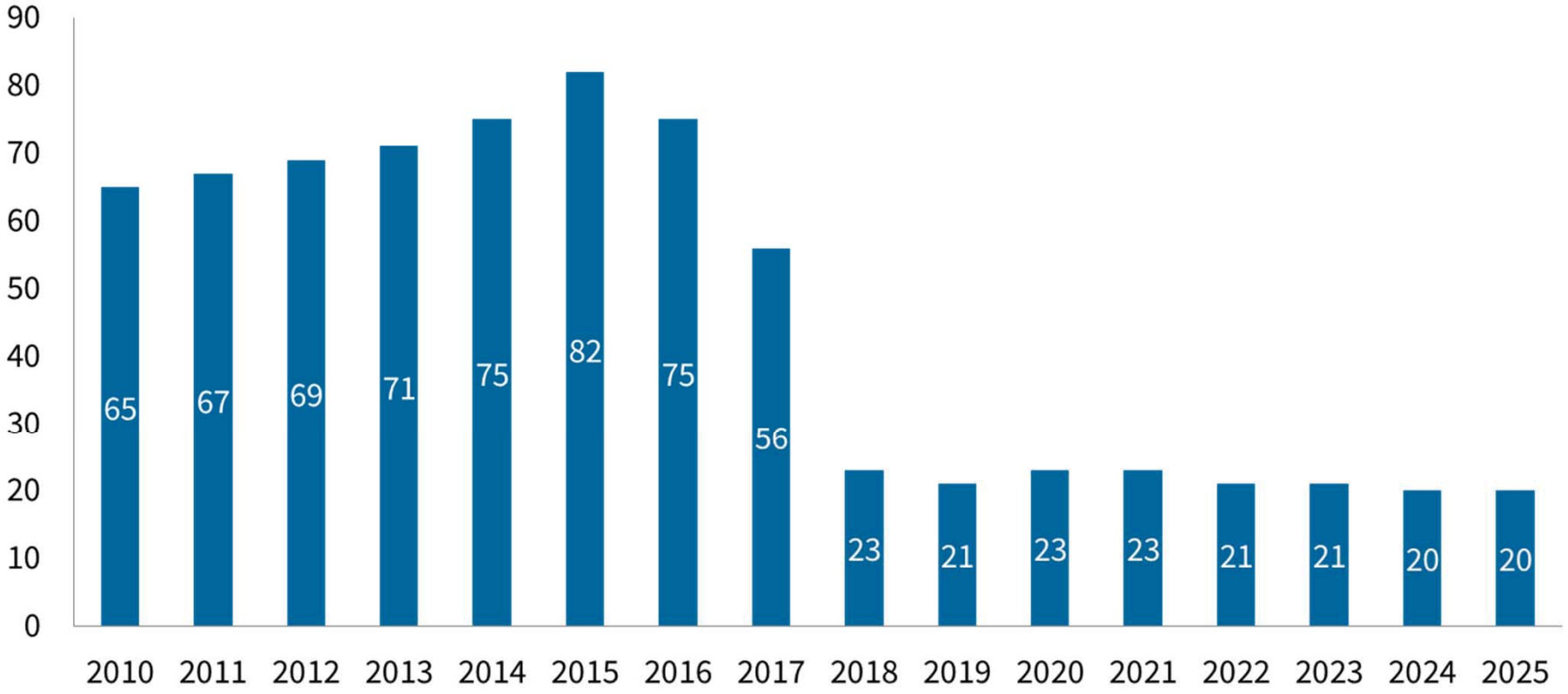
Capital Budget Highlights

- The City is challenged by aging infrastructure and the infrastructure deficit
- Federal funding $79.8 million in 2020, 6-year total $393.8 million
- Provincial funding for 2020 $16.5 million, 6-year total $86.6 million
    - Amounts to be confirmed from the Province's annual budget
- 6-year borrowing:

In Millions of $	2019 Adopted Budget	2020 Preliminary Budget	2021 to 2025 Forecast	6-year Total Debt Funding
External Debt	$ 38.2	$ 56.3	$ 77.4	$ 133.7
Internal Financing	34.9	1.4	3.0	4.4
Fleet Borrowing	22.3	15.2	78.3	93.5
TOTAL	**$ 95.4**	**$ 72.9**	**$ 158.7**	**$ 231.6**

Capital Budget Highlights

Cash to Capital Summary



(in Millions of $)

Department Highlights



A City That Works

Safety and Security

Winnipeg Police Service

- 2020 Operating expenditures $294.6 million, 1.8% over 2019
- 2020 Total expenditures $304.1 million, 0.9% over 2019
- 4-year average 2% on operating net of capital expenditures
- 6-year capital program $20.8 million

Winnipeg Fire Paramedic Service

- 2020 Operating expenditures $205.5 million, 3.0% over 2019
- 2020 Total expenditures $209.0 million, 3.7% over 2019
- 4-year average 2% on operating net of capital expenditures
- 6-year capital program $46.6 million

Public Safety comprises 45% of total tax supported operating budget

A City That Works

A Sustainable City, Sustainable Transportation

Public Works



- 2020 Operating expenditures $151.9 million, (0.1%) over 2019
- 2020 Total expenditures $259.2 million, 5.9% over 2019
- 4-year average 0.7% on operating net of capital expenditures
- 6-year capital budget $1.0 billion

Transit



- 2020 Operating expenditures $184.0 million, 1.0% over 2019
- 2020 Total expenditures $206.0 million, 0.9% over 2019
- 4-year average 2.5% on operating net of capital expenditures
- 6-year capital budget $166.8 million

A City That Works, A Sustainable City

Continued Dedicated Funding Plan for Street Renewal

- 2% property tax increase funds reserves dedicated to the renewal of regional and local streets, back lanes, sidewalks and bridge renewals in the capital program
- Continuation of tri-level government funding for regional roads
- $20 million external debt in 2020, to be repaid by the local street renewal reserve

6 – Year Program	
2020	130.3 Million
2021	151.0 Million
2022	161.4 Million
2023	136.0 Million
2024	124.1 Million
2025	144.1 Million
Total	**$ 846.9 Million**

A City That Works, A Sustainable City

Transit Investments

- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Project – scheduled to open April 2020
  - Continued multi-year funding plan, including annual tax increase of 0.33% for ten years beginning in 2016
  - Service hours added
- Accessibility and affordability
  - Fare Free Travel for Children Under 12
  - Expand Transit Plus service improvements (Ombudsman recommendations)
  - Expand Transit Plus eligibility to city boundaries
  - Low Income Transit Pass program
- Maintain fare increase to rate of inflation
- Heated bus shelters
- Discontinuation of the U-Pass program (post-secondary pass / discount still available)
- Service reduction on selected non-main line routes and discontinuation of the Downtown Spirit



A City That Works

Sustainable Water and Waste

Water and Waste

(all funds)

- Operating expenditures $304.1 million, (19.0%) over 2019
- Total expenditures $363.3 million, (15.8%) over 2019*
- 4-year average (2.3%) on operating net of capital expenditures and dividend
- 6-year capital budget $695.5 million

* Sewage Disposal includes $70 million one-time transfer to the Environmental Projects Reserve in 2019.

A Sustainable Winnipeg

QUALITY OF LIFE



Community Services

- Operating expenditures - $106.8 million, 1.6% over 2019
- Total expenditures $114.9 million, 0.7% over 2019
- 4-year average 1.3% on operating net of capital expenditures
- 6-year capital program $45.7 million

CITY BUILDING



Planning, Property and Development (includes Municipal Accommodations)

- Operating expenditures - $108.8 million, 1.4% over 2019
- Total expenditures $118.2 million, 1.4% over 2019
- 4-year average 0.7% on operating net of capital expenditures
- 6-year capital program $25.7 million

A City That Works

Innovation, Transformation and Technology (INV)

- 2020 Operating expenditures $22.4 million, 1.4% over 2019
- 2020 Total expenditures $28.1 million, 11.9% over 2019
- 4-year average (1.9)% on operating net of capital expenditures
- 6-year capital budget $24.7 million

INV Programs

- Innovation Strategy Program (self funded)
- Smart Cities Innovation Program (self funded)
- Enterprise Content Management (self funded)
- Security Program Enhancements
- Technology Renewal



Strategic Investments

- Fire Paramedic Stations
  - Consolidate St. Boniface and Windsor Park stations - $13.4 million
  - New Waverley West station - $12.1 million
- One-time gas tax top up of $20 million allocated to other capital programs
- Community Safety
  - Community Safety and Crime Prevention program - $300,000 from 2020 to 2022
  - Phase 2 of the Downtown Public Safety Strategy - $1.0 million over 4 years (operating budget $673,000 primarily funded by Destination Marketing Reserve plus $336,000 in capital investments)
  - 24/7 safe spaces - $1 million over four years

Strategic Investments

- Operating and capital support to Assiniboine Park Conservancy
  - $11.3 million in 2020 operating grant, 4-year total $46.8 million
  - $4.6 million in 2020 for ongoing infrastructure renewal, 6-year investment $14.6 million
- Grant reductions
  - 10% in 2020 excluding multi-year agreements and community partnerships
  - Further reductions in 2021 to 2023
  - City can enter into 2020 – 2023 grant agreements subject to annual budget approval
- Reduce incidence of combined sewer overflows
- Source Separated Organics – pilot project
- Urban Forest Enhancement Program, includes Reforestation
  - $12.5 million in 2020, 4-year operating total $51.7 million
  - $6.5 million in 2020, 6-year capital investment $30.8 million
- City share for Rainbow Stage capital improvement $3 million

Reserves

In Millions of $	2019 Forecast Balance	2020 Balance
Stabilization	107.8	111.8
Capital	245.0	250.3
Special Purpose	88.6	82.8
TOTAL	**$ 441.4**	**$444.9**

Debt Strategy

Purpose

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

Debt Metrics		Maximum	As At December 31, 2018	Forecasted Peak
Debt as a % of revenue				
	City	90.0%	55.0%	77.2%
	Tax-supported and other funds	80.0%	52.4%	63.3%
	Utilities and other	220.0%	48.4%	141.7%
Debt-servicing as a % of revenue				
	City	11.0%	5.1%	7.0%
	Tax-supported and other funds	10.0%	5.1%	5.5%
	Utilities and other	20.0%	4.5%	10.3%
Debt per capita				
	City	$2,800	$1,398	$2,292
	Tax-supported and other funds	$1,500	$878	$1,124
	Utilities and other	$1,500	$408	$1,367

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 2019)

- Standard and Poor's (S&P) 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 has been proactive in developing capital asset tools and metrics

S&P noted in the report "We believe Winnipeg's growing and diversified economy and expected high operating balances should support the planned debt issuance while the city's strong liquidity balances will provide bondholders with additional support."

Debt Strategy - Credit Rating

Moody – Aa2 Stable

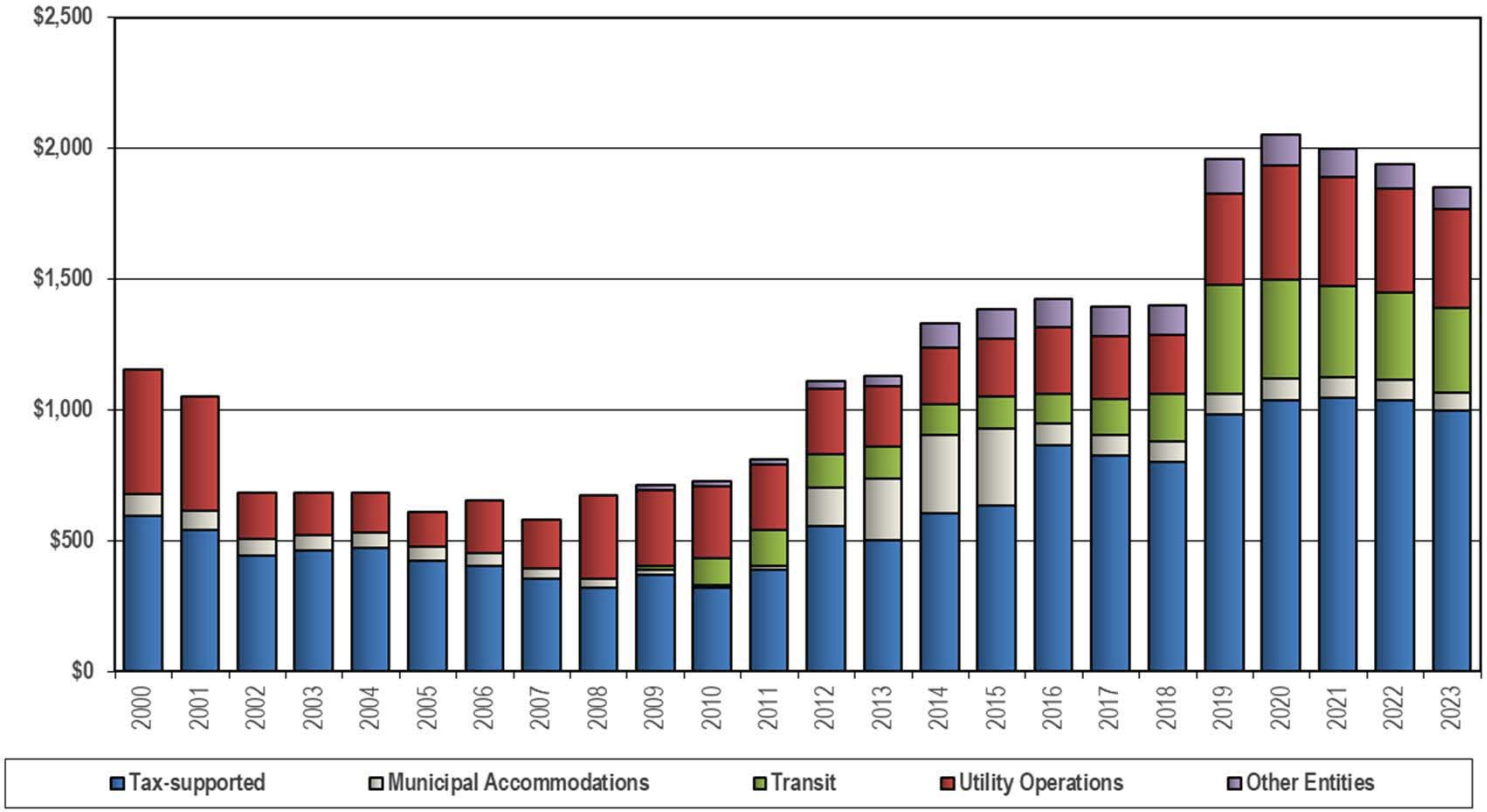
- In July 2019, Moody's affirmed the City of Winnipeg credit rating at Aa2-stable

Moody's noted in the report "The credit profile is constrained by Winnipeg's debt burden, which we expect to peak at around 80-85% of operating revenue over the next 3 years as the city continues to invest in significant capital projects and infrastructure. Nevertheless, debt affordability remains strong."

The City's credit rating has benefited from:

- Disciplined fiscal planning and ability to post operating surpluses despite 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

BUDGET OUTLOOK

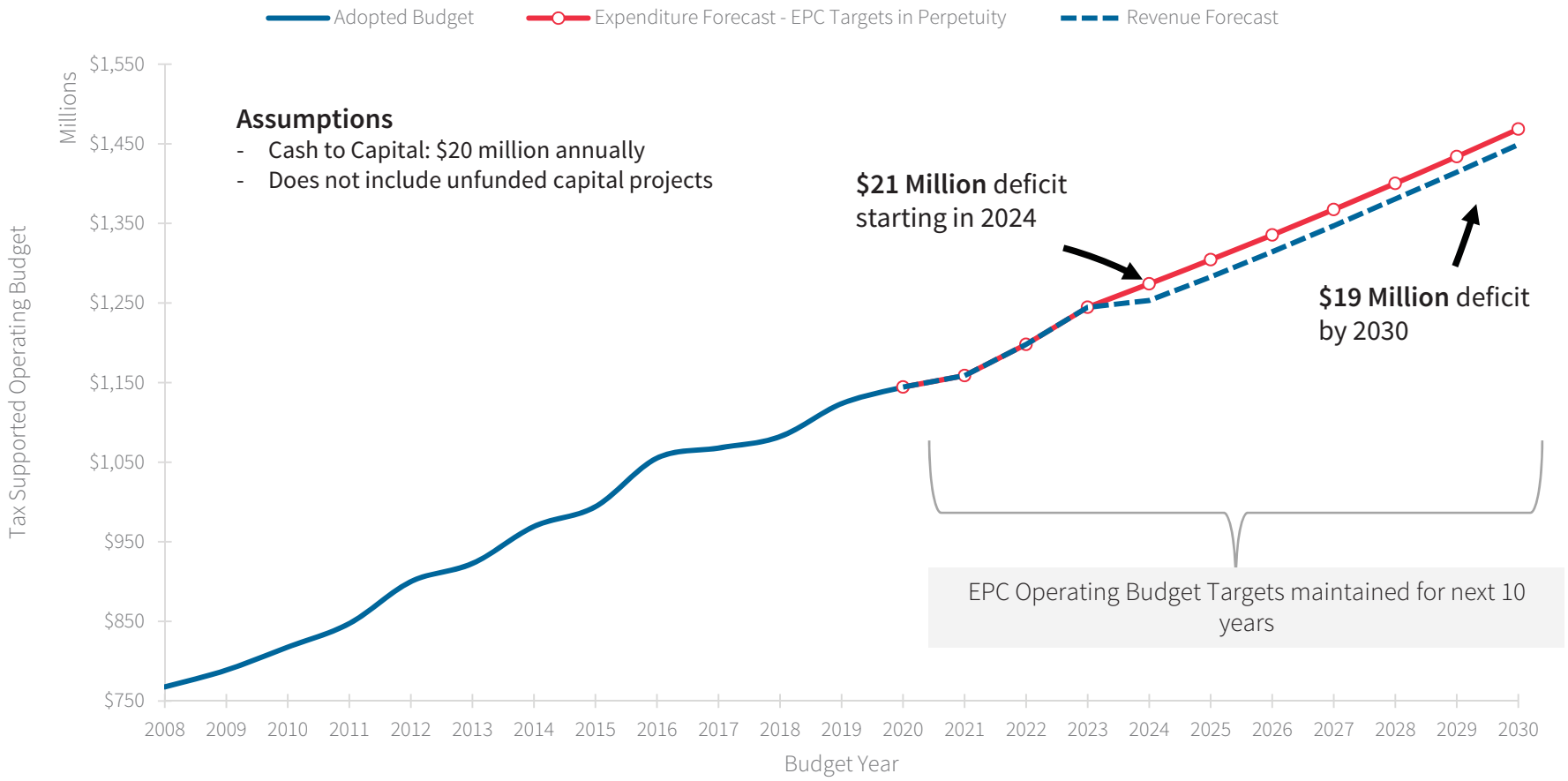
Moving Winnipeg Forward

Multi-year Balanced Budget

- 4-year balanced operating budget (2020 to 2023) and 6-year capital program
- Next steps:
  - Annual budget review and update
  - Corporate business and strategic plans to be forwarded for Council approval
  - New multi year budget cycle 2024 to 2027 with balanced operating and capital budgets

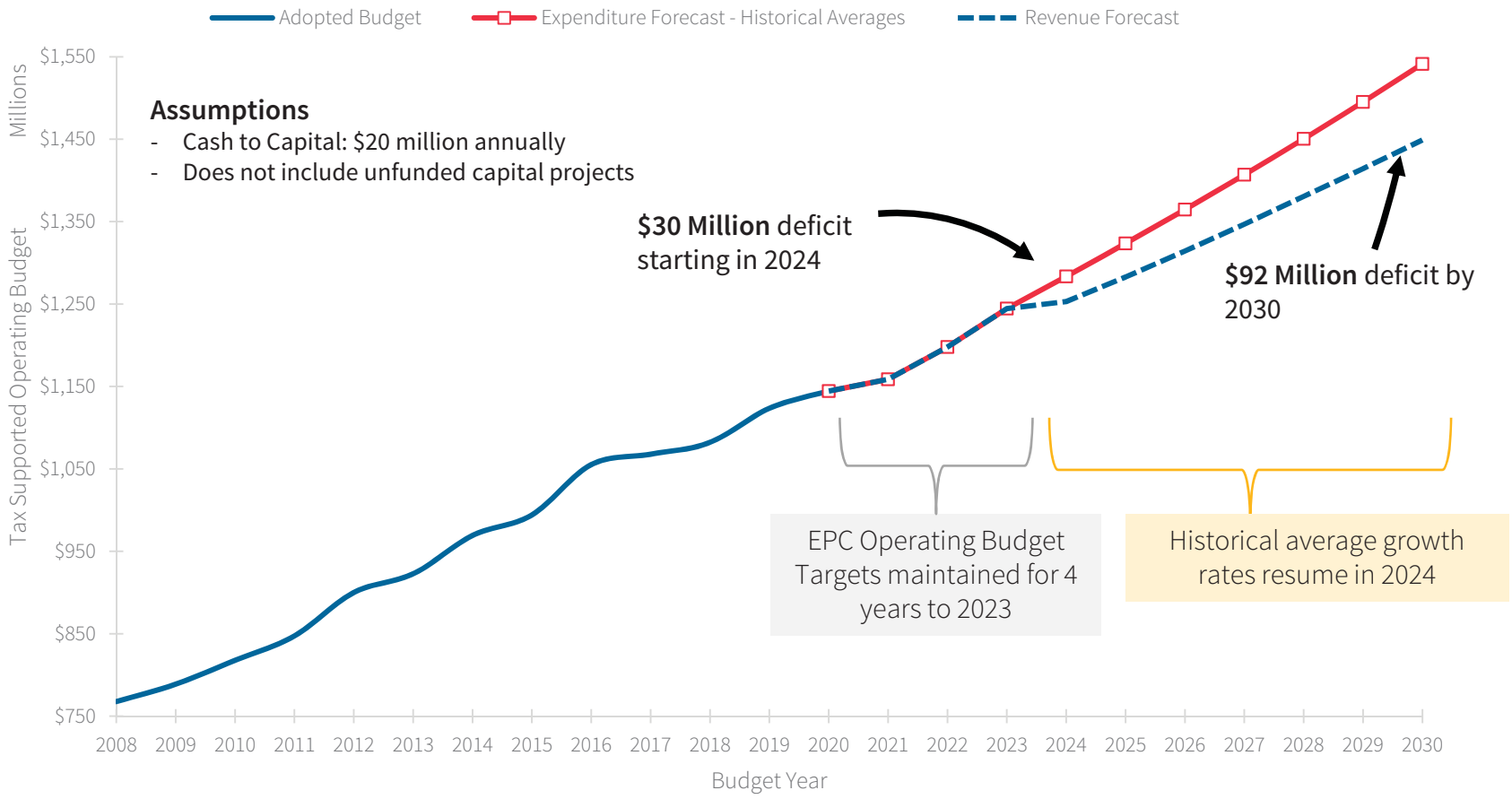
Budget Outlook

Tax-Supported Operating Budget Forecast - EPC Targets maintained until 2030



Budget Outlook

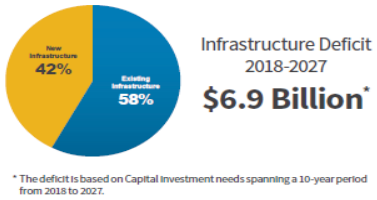
Tax-Supported Operating Budget Forecast – Historical Average Growth Rates Resume in 2024



Budget Outlook

- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable

- Operating and Capital Budgets
  - New long-term growth revenue sources will be required in the future to address the future years operational 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

Schedule of Meetings

Multi-year Operating and Capital Budget

Date	Committee
Friday, March 6, 2020	Special Executive Policy Committee Meeting to Table Budget
Wednesday, March 11, 2020	Standing Policy Committee on Property and Development, Heritage and Downtown Development (Special Meeting)
Thursday, March 12, 2020	Standing Policy Committee on Infrastructure Renewal and Public Works (Special Meeting)
Friday, March 13, 2020	Standing Policy Committee on Protection, Community Services and Parks (Special Meeting)
Friday, March 13, 2020	Winnipeg Police Board (Special Meeting)
Monday, March 16, 2020	Standing Policy Committee on Innovation and Economic Development (Special Meeting)
Wednesday, March 18, 2020	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment (Special Meeting)
Thursday, March 19, 2020	Executive Policy Committee to hear delegations on Budgets (Special Meeting)
Friday, March 20, 2020	Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations (Special Meeting)
Wednesday, March 25, 2020	Special Meeting of Council to consider Budgets

Return to Table of Contents

2020 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services (millions of $)	2020 Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	Infrastructure Renewal and Public Works				
5	Roadway Construction and Maintenance	68.709	138.405	(69.696)	229
8	Transportation Planning and Traffic Management	2.886	19.340	(16.454)	165
11	Roadway Snow Removal and Ice Control	0.113	35.060	(34.947)	133
14	*Public Transit*	206.023	206.023	-	1,602
	Public Transit - Subsidy	-	67.363	(67.363)	
17	City Beautification	0.061	17.587	(17.526)	120
	Infrastructure Renewal and Public Works	277.792	483.778	(205.986)	2,249
	Water and Waste, Riverbank Management and the Environment				
21	*Water*	134.433	120.547	13.886	404
24	*Wastewater*	196.351	163.341	33.010	409
27	*Land Drainage and Flood Control*	5.139	6.105	(0.966)	27
30	Solid Waste Collection	1.167	23.542	(22.375)	17
32	*Solid Waste Disposal (4)*	15.265	13.692	1.573	40
35	*Recycling and Waste Diversion (4)*	31.595	37.248	(5.653)	81
	Water and Waste, Riverbank Management and the Environment	383.950	364.475	19.475	978
	Property and Development, Heritage and Downtown Development				
39	City Planning	0.001	2.440	(2.439)	20
42	Neighbourhood Revitalization	0.162	1.913	(1.751)	1
45	Development Approvals, Building Permits and Inspections	29.020	20.697	8.323	206
48	Heritage Conservation	-	0.466	(0.466)	3
50	Property Asset Management	18.421	12.904	5.517	47
52	*Municipal Accommodations*	72.407	72.407	-	286
55	Cemeteries	1.780	2.743	(0.963)	24
	Property and Development, Heritage and Downtown Development	121.791	113.570	8.221	587
	Protection, Community Services and Parks / Winnipeg Police Board				
59	Police Response	24.917	248.035	(223.118)	1,554
62	Crime Prevention	1.533	49.526	(47.993)	297
65	Traffic Safety and Enforcement	20.057	19.399	0.658	91
68	Fire and Rescue Response	4.638	136.673	(132.035)	919
71	Fire and Injury Prevention	1.197	6.158	(4.961)	41
74	Medical Response	65.143	65.143	-	411
77	Emergency Management	-	1.074	(1.074)	8
79	Recreation	13.808	57.227	(43.419)	378
82	Parks and Urban Forestry	1.692	39.945	(38.253)	311
86	Community Liveability	1.228	8.863	(7.635)	56
89	Libraries	2.972	31.834	(28.862)	273
92	Arts, Entertainment and Culture	-	23.965	(23.965)	6
95	Insect Control	4.307	10.431	(6.124)	67
	Protection, Community Services and Parks / Winnipeg Police Board	141.492	698.273	(556.781)	4,412
	Innovation and Economic Development				
97	Innovation, Transformation and Technology	-	28.099	(28.099)	166
100	Economic Development	-	1.183	(1.183)	3
102	*Winnipeg Fleet Management Special Operting Agency (SOA)*	51.002	49.902	1.100	119
105	*Winnipeg Parking Authority Special Operting Agency (SOA)*	23.858	28.994	(5.136)	62
108	*Golf Services Special Operting Agency (SOA)*	3.184	2.719	0.465	24
	Golf Services - Subsidy	-	0.730	(0.730)	
110	*Animal Services Special Operting Agency (SOA)*	3.387	3.750	(0.363)	27
	Animal Control and Care - Subsidy	-	0.771	(0.771)	
	Innovation and Economic Development	81.431	116.148	(34.717)	401
	Executive Policy Committee				
113	Organizational Support Services	0.871	26.762	(25.891)	221
117	Assessment, Taxation and Corporate	879.491	26.351	853.140	130
121	Contact Centre - 311	-	4.644	(4.644)	80
123	Council Services	0.096	14.034	(13.938)	79
	Executive Policy Committee	880.458	71.791	808.667	510
	Total City Services	**1,886.914**	**1,848.035**	**38.879**	**9,137**

Notes: (1) Amounts in the financial tables 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.

2020 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services (millions of $)	Net Revenue / (Cost) 2021	2022	2023
	Infrastructure Renewal and Public Works			
5	Roadway Construction and Maintenance	(80.915)	(93.210)	(105.980)
8	Transportation Planning and Traffic Management	(15.568)	(15.820)	(16.075)
11	Roadway Snow Removal and Ice Control	(34.887)	(35.160)	(35.566)
14	*Public Transit*	-	-	-
	Public Transit - Subsidy	(78.669)	(85.801)	(95.502)
17	City Beautification	(17.459)	(17.616)	(17.831)
	Infrastructure Renewal and Public Works	(227.498)	(247.607)	(270.954)
	Water and Waste, Riverbank Management and the Environment			
21	*Water*	13.937	14.505	15.411
24	*Wastewater*	28.914	29.056	30.401
27	*Land Drainage and Flood Control*	(0.566)	(0.470)	(0.473)
30	Solid Waste Collection	(23.260)	(23.133)	(24.087)
32	*Solid Waste Disposal (4)*	1.726	0.246	0.084
35	*Recycling and Waste Diversion (4)*	(3.559)	(1.188)	(2.115)
	Water and Waste, Riverbank Management and the Environment	17.192	19.016	19.221
	Property and Development, Heritage and Downtown Development			
39	City Planning	(2.252)	(2.316)	(2.339)
42	Neighbourhood Revitalization	(1.754)	(1.754)	(1.756)
45	Development Approvals, Building Permits and Inspections	8.728	9.365	10.146
48	Heritage Conservation	(0.309)	(0.317)	(0.314)
50	Property Asset Management	1.695	1.984	2.169
52	*Municipal Accommodations*	-	-	-
55	Cemeteries	(0.933)	(0.693)	(0.688)
	Property and Development, Heritage and Downtown Development	5.175	6.269	7.218
	Protection, Community Services and Parks / Winnipeg Police Board			
59	Police Response	(231.110)	(234.163)	(240.430)
62	Crime Prevention	(50.273)	(52.330)	(53.699)
65	Traffic Safety and Enforcement	0.033	(0.481)	(0.734)
68	Fire and Rescue Response	(137.172)	(139.670)	(142.556)
71	Fire and Injury Prevention	(5.180)	(5.285)	(5.395)
74	Medical Response	-	-	-
77	Emergency Management	(1.102)	(1.124)	(1.144)
79	Recreation	(43.994)	(45.869)	(47.304)
82	Parks and Urban Forestry	(37.574)	(37.431)	(37.170)
86	Community Liveability	(6.724)	(7.162)	(7.416)
89	Libraries	(28.945)	(29.420)	(30.174)
92	Arts, Entertainment and Culture	(20.946)	(21.417)	(23.081)
95	Insect Control	(8.151)	(8.241)	(8.352)
	Protection, Community Services and Parks / Winnipeg Police Board	(571.138)	(582.593)	(597.455)
	Innovation and Economic Development			
97	Innovation, Transformation and Technology	(28.053)	(27.812)	(27.267)
100	Economic Development	(1.188)	(1.186)	(1.186)
102	*Winnipeg Fleet Management (SOA)*	0.549	0.310	0.688
105	*Winnipeg Parking Authority (SOA)*	0.028	0.028	0.027
108	*Golf Services (SOA)*	0.555	0.590	0.643
	Golf Services - Subsidy	(0.730)	(0.730)	(0.730)
110	*Animal Services (SOA)*	0.139	0.109	0.087
	Animal Control and Care - Subsidy	(1.271)	(1.271)	(1.271)
	Innovation and Economic Development	(29.971)	(29.962)	(29.009)
	Executive Policy Committee			
113	Organizational Support Services	(26.404)	(26.761)	(27.218)
117	Assessment, Taxation and Corporate	893.190	924.112	962.166
121	Contact Centre - 311	(4.422)	(4.440)	(4.641)
123	Council Services	(13.836)	(14.379)	(14.102)
	Executive Policy Committee	848.528	878.532	916.205
	Total City Services	**42.288**	**43.655**	**45.226**

Notes: (1) Amounts in the financial tables 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.

2020 Preliminary Operating Budget - All Services
Tax Supported, Utilities and SOAs

Section 2 Page #	Services	Full-time Equivalent Positions						
		2018 Actual	2019 Budget	2020 Preliminary Budget	2020 Compared to 2019 Variance *	2021 Projection	2022 Projection	2023 Projection
	Infrastructure Renewal and Public Works							
6	Roadway Construction and Maintenance	227	229	229	-	229	229	229
9	Transportation Planning and Traffic Management	158	164	165	1	165	165	165
12	Roadway Snow Removal and Ice Control	125	134	133	(1)	133	133	133
15	Public Transit	1,503	1,570	1,602	32	1,612	1,614	1,615
	Public Transit - Subsidy	-			-	-		
18	City Beautification	134	121	120	(1)	120	120	120
	Infrastructure Renewal and Public Works	2,147	2,218	2,249	31	2,259	2,261	2,262
	Water and Waste, Riverbank Management and the Environment							
22	Water	390	409	404	(5)	404	404	404
25	Wastewater	398	410	409	(1)	410	410	410
28	Land Drainage and Flood Control	28	28	27	(1)	27	27	27
31	Solid Waste Collection	10	15	17	2	17	17	17
33	Solid Waste Disposal	42	38	40	2	40	40	40
36	Recycling and Waste Diversion	69	82	81	(1)	81	81	81
	Water and Waste, Riverbank Management and the Environment	937	982	978	(4)	979	979	979
	Property and Development, Heritage and Downtown Development							
40	City Planning	17	21	20	(1)	20	19	19
43	Neighbourhood Revitalization	8	2	1	(1)	1	1	1
46	Development Approvals, Building Permits and Inspections	218	210	206	(4)	206	196	189
49	Heritage Conservation	2	2	3	1	3	2	2
51	Property Asset Management	39	46	47	1	47	45	45
54	Municipal Accommodations	281	289	286	(3)	286	286	285
56	Cemeteries	27	25	24	(1)	24	24	24
	Property and Development, Heritage and Downtown Development	592	595	587	(8)	587	573	565
	Protection, Community Services and Parks / Winnipeg Police Board							
60	Police Response	1,548	1,565	1,554	(11)	1,554	1,554	1,554
63	Crime Prevention	298	287	297	10	297	297	297
66	Traffic Safety and Enforcement	84	91	91	-	91	91	91
69	Fire and Rescue Response	941	919	919	-	919	919	919
72	Fire and Injury Prevention	43	44	41	(3)	42	42	42
75	Medical Response	423	408	411	3	412	412	412
78	Emergency Management	5	8	8	-	8	8	8
80	Recreation	361	374	378	4	367	367	367
83	Parks and Urban Forestry	338	308	311	3	311	310	310
87	Community Liveability	55	56	56	-	56	56	55
90	Libraries	260	277	273	(4)	265	265	265
93	Arts, Entertainment and Culture	8	6	6	-	6	6	6
96	Insect Control	65	67	67	-	67	67	67
	Protection, Community Services and Parks / Winnipeg Police Board	4,429	4,410	4,412	2	4,395	4,394	4,393
	Innovation and Economic Development							
98	Innovation, Transformation and Technology	152	162	166	4	167	167	167
101	Economic Development	4	4	3	(1)	3	3	3
103	Winnipeg Fleet Management (SOA)	120	129	119	(10)	109	102	102
106	Winnipeg Parking Authority (SOA)	50	61	62	1	62	62	62
109	Golf Services (SOA)	20	24	24	-	24	24	24
111	Animal Services (SOA)	25	27	27	-	27	27	27
	Innovation and Economic Development	371	407	401	(6)	392	385	385
	Executive Policy Committee				-			
114	Organizational Support Services	223	223	221	(2)	223	220	220
118	Assessment, Taxation and Corporate	121	131	130	(1)	130	130	130
122	Contact Centre - 311	101	84	80	(4)	75	75	75
124	Council Services	99	77	79	2	79	86	79
	Executive Policy Committee	544	515	510	(5)	507	511	504
	Total City Services	**9,020**	**9,127**	**9,137**	**10**	**9,119**	**9,103**	**9,088**

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

Return to Table of Contents

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	2016	2017	2018
Roadway transferred from developers (lane-km)	17.0	54.8	31.3
Capital Addition of Regional Streets (lane-km)	7.5	0.6	0.0
Capital Reconstruction of Regional Streets (lane-km) [A]	11.3	2.8	24.0
Capital Rehabilitation of Regional Streets (lane-km) [A]	58.9	24.9	9.6
Capital Reconstruction of Local Streets (lane-km)	18.8	17.9	28.1
Capital Rehabilitation of Local Streets (lane-km)	71.8	78.1	66.3
Capital Addition of Surfaced Alleys (lane-km)	7.7	3.5	1.6
Capital Reconstruction of Alleys (lane-km)	4.0	3.6	7.6
New Pedestrian/Cycle Pathways (metres) [B]	1,483	8,609	14,143
Major Bridge Rehabilitations	3 locations $8,620,000	3 locations $17,333,000	8 locations $23,555,000
Significant Bridge Maintenance Repair Works	26 locations $1,310,000	26 locations $1,435,000	22 locations $506,000
Slope Stabilization Works	1 location $3,500,000	1 location $3,500,000	1 location $3,000,000
Bridge Deck Sealing Program	3 locations $5,000	0	2 locations $302,000
Overhead Sign Structure Maintenance	2 locations $56,700	1 location $27,500	0
Pumping Station Maintenance	0	1 location $446,000	1 location $350,000

[A] The increase in Capital Reconstruction of Regional Streets in 2018 is mainly due to the funding shift in from Capital Rehabilitation of Regional Streets to Reconstruction.

[B] The increase in 2018 is based on current Active Transportation capital projects. 2018 reporting also includes pedestrian/cycle pathways as part of developer work.

Roadway Construction and Maintenance

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projected	2022 Projected	2023 Projected
Service revenue	67.686	68.292	68.709		69.135	69.626	70.119
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**67.686**	**68.292**	**68.709**	**1**	**69.135**	**69.626**	**70.119**
Salaries and benefits	17.670	18.350	18.635		18.910	19.293	19.639
Services	16.754	18.424	18.065		17.786	17.795	18.189
Materials, parts, and supplies	7.472	8.785	8.556		8.592	8.621	8.630
Assets and purchases	0.125	0.030	0.036		0.036	0.036	0.036
Debt and finance charges	10.019	11.014	9.465		10.928	11.050	11.049
Grants, transfers and other	1.924	1.474	1.750		1.757	1.765	1.771
Recoveries	(9.902)	(12.036)	(12.022)		(12.015)	(12.005)	(11.998)
Operating Expenses	**44.062**	**46.041**	**44.484**		**45.995**	**46.554**	**47.316**
Transfer to Capital	9.015	3.983	5.880		3.814	3.442	2.943
Transfer to Capital - Frontage Levy	10.000	10.000	10.000		10.000	10.000	10.000
Transfer to Local Street Renewal Reserve	29.770	35.370	41.270		47.370	53.670	64.670
Transfer to Regional Street Renewal Reserve	25.270	30.870	36.770		42.870	49.170	51.170
Total Expenses	**118.118**	**126.264**	**138.405**	**2**	**150.050**	**162.836**	**176.099**
Mill Rate Support/(Contribution)	**50.432**	**57.973**	**69.695**		**80.915**	**93.210**	**105.980**
Full-time Equivalent Positions	**227**	**229**	**229**		**229**	**229**	**229**

Explanation of 2020 change from 2019

(in millions of $)

1 Revenues

Increase in frontage levy revenue	0.550
Decrease in cut restoration revenue, offset by decrease in cut restoration contract expenditures	(0.159)
Miscellaneous adjustments	0.026
	0.417

2 Expenses

Transfer to Local Street Renewal Reserve	5.900
Transfer to Regional Street Renewal Reserve	5.900
Transfer to Capital	1.897
Increase in contracts	0.335
Increase in salaries and benefits	0.285
Decrease in debt and finance charges	(1.549)
Decrease in fleet and fuel accounts	(0.329)
Decrease in cut restoration contracts, offset by decrease in cut restoration revenue	(0.159)
Miscellaneous adjustments	(0.139)
	12.141

Roadway Construction and Maintenance

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Bridge Constr & Maint	Revenue	10.077	10.007	10.007	10.007	10.007	10.007
	Operating expenses	2.702	2.756	2.860	2.879	2.921	2.965
	Transfer to Capital	12.513	12.390	13.128	11.825	12.078	12.079
		5.138	5.139	5.981	4.697	4.992	5.037
Regl Streets Constr & Maint	Revenue	29.137	29.191	29.458	29.667	29.887	30.106
	Operating expenses	20.347	21.584	19.262	20.351	20.550	20.795
	Transfer to Capital	4.708	32.463	38.345	43.545	49.861	51.845
		(4.082)	24.856	28.149	34.229	40.524	42.534
Local Streets Constr & Maint	Revenue	25.178	25.466	25.657	25.846	26.065	26.285
	Operating expenses	17.481	18.096	18.714	19.081	19.334	19.734
	Transfer to Capital	55.354	35.370	41.270	47.370	53.670	64.670
		47.658	28.001	34.327	40.605	46.939	58.119
Regl Sidewalk Constr & Maint	Revenue	0.897	1.009	0.999	1.006	1.020	1.035
	Operating expenses	0.878	0.923	0.963	0.976	0.994	1.013
	Transfer to Capital	1.372	-	0.589	0.657	0.336	0.095
		1.354	(0.086)	0.553	0.627	0.309	0.073
Local Sidewalk Constr & Maint	Revenue	2.398	2.618	2.588	2.608	2.647	2.686
	Operating expenses	2.654	2.681	2.685	2.709	2.756	2.808
	Transfer to Capital	0.108	-	0.589	0.657	0.337	0.095
		0.364	0.063	0.686	0.758	0.446	0.217
Mill Rate Support/(Contribution)		**50.432**	**57.973**	**69.695**	**80.915**	**93.210**	**105.980**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Federal Gas Tax Reserve	0.491	1.310	13.448	7.126	3.632	1.689
Local Street Renewal Reserve	0.098	0.104	0.205	0.408	0.713	1.022
Regional Street Renewal Res	0.118	0.123	0.225	0.428	2.745	3.075

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

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	150.694	811.311	962.005

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	2016	2017	2018
Lane Kilometres of Regional Streets	1,822	1,824	1,824
Lane Kilometres of Truck Routes [A]	1,775	1,777	1,777
Number of Signalized Intersections	657	665	674
Number of Accessible Pedestrian Signals	484	521	583
Number of Pedestrian Corridors	181	181	185
Kilometres of Active Transportation Facilities	410	419	431
Kilometres of Multi-use paths	201	211	223
Kilometres of Bike Lanes	49	50	53
Kilometres of Sharrows	37	37	37
Kilometres of Bike Boulevards	56	56	56
Transportation System Use Estimates			
Daily Vehicle-Kilometre of Travel	10.20 million	10.28 million	10.33 million

[A] 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 $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	2.229	2.746	2.886		2.946	3.007	3.070
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**2.229**	**2.746**	**2.886**	**1**	**2.946**	**3.007**	**3.070**
Salaries and benefits	13.657	14.285	14.753		15.015	15.345	15.645
Services	3.573	3.444	3.337		3.268	3.226	3.262
Materials, parts and supplies	3.284	2.484	2.424		2.432	2.438	2.438
Assets and purchases	0.132	0.078	0.079		0.079	0.079	0.079
Debt and finance charges	0.046	0.039	0.033		0.035	0.035	0.035
Grants, transfers and other	1.109	1.120	1.134		1.141	1.148	1.153
Recoveries	(7.386)	(3.454)	(3.461)		(3.469)	(3.470)	(3.473)
Operating expenses	**14.415**	**17.995**	**18.298**		**18.501**	**18.801**	**19.140**
Transfer to Capital	3.635	0.956	1.041		0.013	0.026	0.005
Total Expenses	**18.050**	**18.951**	**19.340**	**2**	**18.514**	**18.827**	**19.145**
Mill Rate Support/(Contribution)	**15.821**	**16.205**	**16.453**		**15.568**	**15.820**	**16.075**
Full-time Equivalent Positions	**158**	**164**	**165**		**165**	**165**	**165**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in street rental permits	0.154
Miscellaneous adjustments	(0.014)
	0.140

2 Expenses

Increase in salaries and benefits	0.468
Transfer to Capital	0.085
Decrease in fleet and fuel accounts	(0.167)
Miscellaneous adjustments	0.003
	0.389

Full-time Equivalent Positions

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

Transportation Planning and Traffic Management

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Transportation Plan & Design	Revenue	0.072	0.089	0.061	0.062	0.063	0.064
	Operating expenses	0.872	1.274	1.369	1.404	1.442	1.488
	Transfer to Capital	3.418	0.956	0.091	0.013	0.026	0.005
		4.219	2.140	1.399	1.355	1.406	1.428
Traffic/Right of Way Mgt	Revenue	2.158	2.656	2.826	2.884	2.944	3.006
	Operating expenses	13.542	16.721	16.930	17.097	17.358	17.652
	Transfer to Capital	0.217	-	0.950	-	-	-
		11.602	14.065	15.054	14.213	14.414	14.647
Mill Rate Support/(Contribution)		**15.821**	**16.205**	**16.453**	**15.568**	**15.820**	**16.075**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	5.516	7.910	13.426

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	2016	2017	2018
Annual Snowfall (centimetres)	140	93	95
Days of Snowfall (3 cm or more)	16	11	6
Regional Streets - Priority 1 Truck Plows (Department budgets for 3 events)	5	4	5
Regional Streets - Priority 1 Grader Plows (Department budgets for 3 events)	3	1	1
Bus Routes and Truck Routes - Priority 2 Truck Plows (Department budgets for 3 events)	4	4	5
Bus Routes and Truck Routes - Priority 2 Grader Plows (Department budgets for 2 events)	3	2	1
Residential Streets - Priority 3 Grader Plows (Department budgets 2 events)	3	0	1
Alleys (Department Budgets for 2 events)	3	1	3
Salt Applied (tonnes)	20,518	27,000	20,622
Sand Applied (tonnes)	54,710	58,000	49,979
Snow Removed/Hauled (cubic metres)	1,126,870	1,700,000	689,717
Sidewalks Plowed (kilometres)	26,790	45,627	48,261

Roadway Snow Removal and Ice Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.078	0.113	0.113		0.113	0.113	0.113
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.078**	**0.113**	**0.113**	**1**	**0.113**	**0.113**	**0.113**
Salaries and benefits	9.306	10.006	10.090		10.238	10.460	10.659
Services	20.647	18.950	19.229		18.981	19.001	19.201
Materials, parts, and supplies	4.546	4.653	4.473		4.507	4.531	4.533
Assets and purchases	0.029	0.015	0.015		0.015	0.015	0.015
Debt and finance charges	0.046	0.015	0.015		0.015	0.015	0.015
Grants, transfers and other	1.403	1.332	1.380		1.386	1.394	1.399
Recoveries	(0.746)	(0.142)	(0.142)		(0.142)	(0.142)	(0.142)
Operating expenses	**35.230**	**34.828**	**35.060**		**35.000**	**35.273**	**35.679**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**35.230**	**34.828**	**35.060**	**2**	**35.000**	**35.273**	**35.679**
Mill Rate Support/(Contribution)	**35.152**	**34.715**	**34.947**		**34.887**	**35.160**	**35.566**
Full-time Equivalent Positions	**125**	**134**	**133**		**133**	**133**	**133**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

n/a

2 Expenses

Annualized cost for the winter maintenance strategy effective winter 2019/2020	0.419
Increase in salaries and benefits	0.084
Decrease in fleet and fuel accounts	(0.320)
Miscellaneous adjustments	0.049
	0.232

Full-time Equivalent Positions

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

Roadway Snow Removal and Ice Control

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Regl Streets Snow/Ice Removal	Revenue	0.032	0.042	0.042	0.042	0.042	0.042
	Operating expenses	13.441	12.752	12.619	12.572	12.670	12.827
	Transfer to Capital	-	-	-	-	-	-
		13.409	12.711	12.577	12.531	12.628	12.786
Local Streets Snow/Ice Removal	Revenue	0.033	0.048	0.048	0.048	0.048	0.048
	Operating expenses	16.822	15.779	15.774	15.755	15.882	16.062
	Transfer to Capital	-	-	-	-	-	-
		16.789	15.730	15.725	15.706	15.834	16.014
Sidewalk Snow/Ice Removal	Revenue	0.005	0.012	0.012	0.012	0.012	0.012
	Operating expenses	2.854	4.384	4.776	4.776	4.804	4.852
	Transfer to Capital	-	-	-	-	-	-
		2.849	4.372	4.764	4.764	4.791	4.840
Parks,Facility Snow,Ice Remove	Revenue	0.007	0.009	0.009	0.009	0.009	0.009
	Operating expenses	0.881	1.190	1.171	1.175	1.193	1.210
	Transfer to Capital	-	-	-	-	-	-
		0.874	1.181	1.162	1.166	1.184	1.200
Snow Disposal Sites	Revenue	0.002	0.002	0.002	0.002	0.002	0.002
	Operating expenses	1.232	0.722	0.721	0.722	0.725	0.728
	Transfer to Capital	-	-	-	-	-	-
		1.231	0.720	0.719	0.720	0.723	0.726
Mill Rate Support/(Contribution)		**35.152**	**34.715**	**34.947**	**34.887**	**35.160**	**35.566**

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.

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.

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 will open in April 2020.

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	2016	2017	2018
Number of Buses in Fleet	623	640	641
Bus Hours Operated	1,541,618	1,548,594	1,553,590
Bus Kilometres Operated	29,978,613	30,160,628	30,328,539
Passengers Carried: Annual	48,521,820	48,098,447	48,409,060
Passengers Carried: Average Weekday	169,908	168,425	169,513
Number of Routes	93	93	93
Number of Bus Stops	5,084	5,173	5,179

Transit Plus

Description	2016	2017	2018
Active Registrants at Year End	7,512	7,443	7,924
% of Registrants Age 65+	73%	74%	72%
Passengers Carried: Annual [A]	467,924	473,390	459,470
Passengers Carried: Average Weekday	1,532	1,790	1,514
Customer No Shows (Annual)	7,702	8,440	8,508
Trip Requests Unable to Provide	5,359	7,036	7,907
Priority 1 - % of Passengers Carried (Work, Medical, Post-Secondary)	55%	59%	60%
Wheelchair - % of Passengers Carried	30%	31%	32%
Ambulant - % of Passengers Carried	70%	69%	68%

[A] 2016 restated for revised reporting methodology.

Public Transit

Contributing Departments

Transit 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	90.528	91.675	96.637		99.120	100.337	102.133
Provincial funding (service specific)	42.024	41.970	42.024		42.024	42.024	42.024
Revenues	**132.552**	**133.645**	**138.660**	**1**	**141.143**	**142.360**	**144.156**
Salaries and benefits	114.408	121.403	123.624		127.011	130.025	134.059
Services	18.094	21.372	20.208		21.379	22.246	23.100
Materials, parts, and supplies	34.387	37.969	38.595		39.711	41.078	42.342
Assets and purchases	0.842	0.861	0.724		0.799	0.679	0.894
Debt and finance charges	9.138	10.216	10.380		11.773	13.209	14.334
Grants, transfers and other	25.154	11.937	13.922		16.032	18.198	20.432
Recoveries	(3.674)	(4.591)	(4.235)		(4.368)	(4.480)	(4.716)
Operating Expenses	**198.349**	**199.167**	**203.218**		**212.336**	**220.955**	**230.445**
Transfer to Capital	0.607	5.039	2.805		7.476	7.206	9.213
Total Expenses	**198.956**	**204.206**	**206.023**	**2**	**219.812**	**228.161**	**239.658**
Mill Rate Support/(Contribution)	**66.405**	**70.561**	**67.363**		**78.669**	**85.801**	**95.502**
Full-time Equivalent Positions	**1,503**	**1,570**	**1,602**		**1,612**	**1,614**	**1,615**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Net increase in fare revenue from changes to programs including the introduction of Southwest Rapid Transitway (Stage 2) service, the low income bus pass program and elimination of the U-Pass program	5.546
Increase in advertising revenue	0.189
Decrease in charter revenue	(0.687)
Miscellaneous adjustments	(0.033)
	5.015

2 Expenses

Net increase in salaries and benefits (refer to page 3-17 for details)	2.221
Increase transfer to Southwest Rapid Transitway Payment Reserve	1.947
Increase in carbon tax	0.786
Decrease in recoveries primarily due to recoveries from capital program	0.356
Increase in computer software maintenance contracts	0.327
Transfer to Capital	(2.234)
Decrease in bus parts	(0.753)
Decrease in fuel	(0.610)
Miscellaneous adjustments	(0.223)
	1.817

Full-time Equivalent Positions

Increase of 32 FTES due to added service from the opening of the Southwest Rapid Transitway (Stage2) (36.75 FTEs) and the implementation of the low income bus pass program (5.25 FTEs) as well as new Transit Plus processes as recommended by the Provincial Ombudsman (2.80 FTEs). The added FTEs offset by reduction in service (5.70 FTEs), decreased interior bus and shelter cleaning schedules (2.75 FTEs) and FTEs funded by capital projects (4.00 FTEs).

Public Transit

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Regular Transit	Revenue	124.362	127.436	133.095	135.536	136.732	138.505
	Operating expenses	183.404	187.144	192.641	200.876	208.943	217.688
	Transfer to Capital	0.602	5.039	2.805	7.476	7.206	9.213
		59.645	64.747	62.351	72.816	79.417	88.397
Transit Plus	Revenue	7.332	5.266	5.309	5.346	5.362	5.380
	Operating expenses	14.087	11.080	10.321	11.199	11.746	12.486
	Transfer to Capital	0.005	-	-	-	-	-
		6.760	5.814	5.012	5.853	6.384	7.105
Chartered Bus & Special Events	Revenue	0.858	0.942	0.256	0.261	0.266	0.271
	Operating expenses	0.858	0.942	0.256	0.261	0.266	0.271
	Transfer to Capital	-	-	-	-	-	-
		0.000	-	-	-	-	-
Mill Rate Support/(Contribution)		**66.405**	**70.561**	**67.363**	**78.669**	**85.801**	**95.502**

Additional Financial Information

Reserves

Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
SW Rapid Transit Corridor Res	2.144	2.164	2.181	2.198	2.215	2.233
SW Rpd Trwy - 2 & Peb Hwy Udrp	10.325	15.803	10.576	7.062	5.559	6.072
Transit Bus Replacemt Res	11.026	0.775	0.783	0.792	0.801	0.810

Capital Budget	2020 Preliminary	2021 - 2025 Forecast	6 Year Total
(in millions of $)	26.435	140.392	166.827

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	2016	2017	2018
Number of litter containers in park sites [A]	2,976	3,561	3,287
Number of street litter containers	1,588	1,588	1,705
Tonnes of boulevard abrasives removed (streets only)	22,305	29,500	21,516
Flower Beds (raised/fixed/in-ground - not including shrubs) m2 [A]	21,291	23,442	24,998
Number of flower planters [A]	1,202	1,257	1,276
Number of hanging baskets [A]	20	20	37
Number of park lighting units [A]	3,601	3,588	3,800
Number of community clean-up & Adopt-A-Park projects	40	43	43
Number of graffiti tags removed	21,859	17,374	20,056
Square metres of graffiti removed	45,589	38,331	45,187
Number of graffiti sites treated	7,222	5,577	6,485
Number of public art projects completed [B]	6	5	11

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

[B] Source: Winnipeg Arts Council

City Beautification

Contributing Departments

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

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.048	0.151	0.061		0.061	0.061	0.061
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.048**	**0.151**	**0.061**	**1**	**0.061**	**0.061**	**0.061**
Salaries and benefits	8.680	8.378	8.503		8.631	8.811	8.978
Services	6.306	6.638	6.439		6.314	6.253	6.298
Materials, parts, and supplies	1.233	1.195	1.138		1.152	1.162	1.164
Assets and purchases	0.121	0.036	0.036		0.036	0.036	0.036
Debt and finance charges	0.059	0.053	0.046		0.049	0.049	0.049
Grants, transfers and other	1.706	1.700	1.704		1.708	1.719	1.726
Recoveries	(0.537)	(0.373)	(0.373)		(0.378)	(0.372)	(0.373)
Operating expenses	**17.570**	**17.627**	**17.494**		**17.512**	**17.657**	**17.878**
Transfer to Capital	0.035	0.033	0.093		0.008	0.020	0.014
Total Expenses	**17.605**	**17.660**	**17.587**	**2**	**17.520**	**17.677**	**17.892**
Mill Rate Support/(Contribution)	**17.557**	**17.509**	**17.526**		**17.459**	**17.616**	**17.831**
Full-time Equivalent Positions	**134**	**121**	**120**		**120**	**120**	**120**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.090)
	(0.090)

2 Expenses

Increase in salaries and benefits	0.125
Transfer to Capital	0.060
Decrease in fleet and fuel accounts	(0.256)
Miscellaneous adjustments	(0.002)
	(0.073)

Full-time Equivalent Positions

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

City Beautification

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Litter Collection	Revenue	0.010	0.013	0.013	0.013	0.013	0.013
	Operating expenses	4.297	4.091	4.034	4.037	4.090	4.145
	Transfer to Capital	-	-	-	-	-	-
		4.286	4.078	4.021	4.024	4.077	4.132
Public Gardens/ Landscaping	Revenue	0.017	0.095	0.020	0.020	0.020	0.021
	Operating expenses	4.087	4.196	4.161	4.167	4.223	4.283
	Transfer to Capital	0.035	0.027	0.078	0.007	0.016	0.011
		4.106	4.127	4.218	4.154	4.219	4.274
OrnLight/ Flags,Banners/ PubArt	Revenue	0.002	0.017	0.002	0.002	0.002	0.002
	Operating expenses	0.702	0.825	0.834	0.842	0.854	0.866
	Transfer to Capital	-	0.005	0.016	0.001	0.003	0.002
		0.699	0.813	0.847	0.841	0.855	0.865
Graffiti Control	Revenue	0.003	0.003	0.003	0.003	0.003	0.003
	Operating expenses	1.392	1.538	1.505	1.514	1.537	1.551
	Transfer to Capital	-	-	-	-	-	-
		1.389	1.534	1.501	1.511	1.533	1.548
Regional Street Cleaning	Revenue	0.009	0.011	0.011	0.011	0.011	0.011
	Operating expenses	3.292	3.579	3.568	3.565	3.578	3.623
	Transfer to Capital	-	-	-	-	-	-
		3.284	3.567	3.557	3.553	3.567	3.612
Local Street Cleaning	Revenue	0.008	0.010	0.010	0.010	0.010	0.010
	Operating expenses	3.800	3.398	3.391	3.386	3.376	3.409
	Transfer to Capital	-	-	-	-	-	-
		3.792	3.388	3.381	3.376	3.366	3.400
Mill Rate Support/(Contribution)		**17.557**	**17.509**	**17.526**	**17.459**	**17.616**	**17.831**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	0.352	0.993	1.345

Return to Table of Contents

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	2016	2017	2018
Number of billed water accounts	205,759	208,008	210,490
Number of complaints - taste and odour [A]	190	205	157
Average daily volume of water pumped (ML/D)	189	189	195
Average volume of water pumped daily per capita (litres)	260	252	255
Kilometres of distribution water mains	2,637	2,660	2,679
Kilometres of feeder mains	152	152	152
Kilometres of water mains cleaned	755	839	614
Number of water main breaks [B]	268	236	721
Number of hydrants	22,045	22,376	22,785
Number of water quality tests conducted	71,289	66,734	65,895
Average monthly residential water bill	$29.19	$33.07	$34.25
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 [C]	45,161	65,754	42,594

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

[B] 2018 increase in watermain breaks due to dry weather and soil conditions.

[C] 2017 statistic includes pilot testing of an alternative coagulant at the Water Treatment Plant.

Water

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	133.313	129.582	133.647		137.305	142.054	146.892
Provincial funding (service specific)	0.796	0.765	0.785		0.785	0.785	0.785
Revenues	**134.109**	**130.347**	**134.433**	**1**	**138.091**	**142.840**	**147.678**
Salaries and benefits	30.286	33.090	33.745		34.427	35.161	35.966
Services	19.467	20.635	20.236		20.492	20.889	21.164
Materials, parts, and supplies	14.820	17.198	16.469		17.117	17.878	17.843
Assets and purchases	1.197	1.165	1.268		1.241	1.255	1.292
Debt and finance charges*	8.618	13.489	13.691		13.911	14.141	14.381
Grants, transfers and other	40.954	39.802	43.152		45.304	47.390	50.016
Recoveries	(6.614)	(8.449)	(8.013)		(8.338)	(8.378)	(8.395)
Expenses	**108.729**	**116.930**	**120.547**	**2**	**124.153**	**128.335**	**132.267**
Surplus/(Deficit)	**25.381**	**13.417**	**13.886**		**13.937**	**14.505**	**15.411**
Full-time Equivalent Positions	**390**	**409**	**404**		**404**	**404**	**404**

*** 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 2020 budgeted dividend is $14.262 million.

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in water sales	3.638
Increase in interest earned	0.214
Miscellaneous adjustments	0.234
	4.086

2 Expenses

Transfer to Water Meter Renewal Reserve	2.332
Increase in salaries and benefits	0.655
Increase in transfer to Watermain Renewal Reserve	0.500
Decrease in recoveries	0.436
Increase in dividend transfer	0.400
Increase in utilities	0.259
Increase in property and payroll tax	0.209
Increase in debt and finance	0.202
Decrease in materials and maintenance	(0.854)
Decrease in consultant and professional services	(0.343)
Decrease in fleet and equipment rentals	(0.154)
Miscellaneous adjustments	(0.025)
	3.617

Water

Full-time Equivalent Positions

Decrease of 5 FTEs due to reduction of 24 hour emergency coverage from two crews to one, reduction of the Engineer in Training program, and internal FTE allocations within the Water and Waste department.

Service Detail Sub-Services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Water Supply & Treatment	Revenue	66.941	65.093	67.136	68.965	71.340	73.759
	Expense	54.620	58.716	60.814	62.876	65.308	67.459
		12.321	6.377	6.322	6.089	6.031	6.300
Water Distribution	Revenue	67.169	65.254	67.297	69.125	71.500	73.919
	Expense	54.109	58.214	59.733	61.277	63.026	64.808
		13.060	7.040	7.564	7.849	8.474	9.111
Surplus/(Deficit)		**25.381**	**13.417**	**13.886**	**13.937**	**14.505**	**15.411**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Water Main Renewal Reserve	0.258	3.908	7.928	8.448	8.268	7.488
Water Meter Renewal Reserve	-	-	4.664	12.597	23.448	37.273

Note: Balances in the Water Meter Renewal Reserve include contributions from the Wastewater Utility.

Capital Budget	2020 Preliminary	2021- 2025 Forecast	6 Year Total
(in millions of $)	37.600	169.350	206.950

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	2016	2017	2018
Number of billed sewer accounts	205,655	207,903	210,386
Number of complaints - raw sewer backup [A]	752	687	808
Number of complaints - clean sewer backup [A]	595	419	545
Volume of wastewater processed (ML/D)	275	252	225
Kilometres of collection system pipeline [B]	2,635	2,640	2,658
Number of pumping stations	74	75	75
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	209	124	139
Number of industrial waste tests conducted	49,279	41,522	43,717
Number of treatment plant tests conducted	124,349	123,084	126,444
Number of manholes	47,680	48,175	48,620
Average monthly residential sewer bill	$40.31	$45.29	$50.16

[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.

Wastewater

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	201.517	194.368	196.005		202.966	207.884	212.772
Provincial funding (service specific)	0.347	0.336	0.347		0.347	0.347	0.347
Revenues	**201.863**	**194.703**	**196.351**	**1**	**203.313**	**208.231**	**213.119**
Salaries and benefits	32.288	34.719	35.523		36.358	37.337	38.242
Services	26.119	28.880	28.997		30.329	30.828	31.245
Materials, parts, and supplies	12.955	11.219	11.708		12.670	11.409	10.560
Assets and purchases	0.088	0.146	0.167		0.117	0.097	0.092
Debt and finance charges*	0.843	4.357	7.461		10.653	10.726	10.801
Grants, transfers and other	83.367	155.985	80.402		85.188	89.691	92.691
Recoveries	(1.027)	(1.731)	(0.917)		(0.914)	(0.913)	(0.914)
Expenses	**154.633**	**233.575**	**163.341**	**2**	**174.399**	**179.174**	**182.717**
Surplus/(Deficit)	**47.231**	**(38.872)**	**33.010**		**28.914**	**29.056**	**30.401**
Full-time Equivalent Positions	**398**	**410**	**409**		**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 2020 budgeted dividend is $20.325 million.

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in industrial waste surcharge	1.000
Increase in leachate and hauled waste	0.763
Decrease in sewer services revenue	(0.230)
Miscellaneous adjustments	0.115
	1.648

2 Expenses

Decrease in transfer to Environmental Projects Reserve	(75.322)
Decrease in transfer to Land Drainage	(2.409)
Decrease in biosolids composting	(0.520)
Decrease in maintenance and materials	(0.630)
Decrease in fleet and rentals	(0.298)
Increase in debt and finance	3.104
Transfer to Water Meter Renewal Reserve	2.332
Decrease in recoveries	0.814
Increase in salaries and benefits	0.804
Increase in chemicals	0.756
Increase in hauling	0.448
Increase in utilities	0.407
Increase in large volume sewer discount	0.233
Miscellaneous adjustments	0.047
	(70.234)

Wastewater

Full-time Equivalent Positions

Decrease of 1 FTE due to reduction of 24 hour emergency coverage from two crews to one, reduction of industrial waste sampling and inspection activities, and internal FTE allocations within the Water and Waste department.

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Wastewater Collection	Revenue	96.997	93.544	93.467	96.797	99.205	101.649
	Expense	67.333	106.177	70.203	74.563	76.878	78.307
		29.665	(12.633)	23.264	22.233	22.327	23.342
Wastewater Treatment	Revenue	104.866	101.159	102.884	106.517	109.025	111.469
	Expense	87.300	127.398	93.138	99.836	102.296	104.410
		17.566	(26.239)	9.746	6.681	6.729	7.059
Surplus/(Deficit)		**47.231**	**(38.872)**	**33.010**	**28.914**	**29.056**	**30.401**

Additional Financial Information

Reserves

Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Environmental Projects Reserve	106.383	165.991	146.848	152.001	154.879	136.545
Sewer System Rehab Reserve	6.496	9.938	8.724	6.402	4.219	1.737

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	69.065	368.230	437.295

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	2016	2017	2018
Number of stormwater retention basins (SRB) [A]	86	92	102
Number of permanent flood pumping stations	31	31	31
Number of SRB pumping stations	5	5	5
Kilometres of land drainage sewer mains [B]	1,206	1,218	1,243
Kilometres of storm relief sewer mains [B]	188	188	184
Peak river elevations (>8.5 feet) - spring	16.5	19.31	15.67
Peak river elevations (>8.5 feet) - summer	12.1	7.15	7.61
Meters of City owned riverbank protected annually	360	70	150
Number of waterway permits issued	128	116	136

[A] Stormwater retention basins (SRB) are added to inventory only after the warranty expires. In 2018, 10 SRB came off warranty and were added to inventory.

[B] An improvement in data collection and analysis resulted in a reclassification of 4.3 km of storm relief sewers mains as land drainage sewers mains in 2018.

Land Drainage and Flood Control

Contributing Departments

Water and Waste	81 %
Planning, Property and Development	16 %
Public Works	3 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	4.863	5.904	5.139		5.171	5.202	5.232
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**4.863**	**5.904**	**5.139**	**1**	**5.171**	**5.202**	**5.232**
Salaries and Benefits	2.285	2.354	2.404		2.428	2.453	2.478
Services	1.905	2.363	2.213		2.201	2.190	2.180
Materials, parts and supplies	0.657	0.809	0.626		0.647	0.668	0.686
Assets and purchases	0.002	0.003	0.004		0.004	0.004	0.004
Debt and finance charges	0.120	0.789	0.321		0.321	0.320	0.320
Grants, transfers and other	0.041	0.041	0.037		0.037	0.037	0.037
Recoveries	(0.050)	-	-		-	-	-
Operating expenses	**4.959**	**6.360**	**5.605**		**5.637**	**5.672**	**5.705**
Transfer to Capital	0.506	0.205	0.500		0.100	-	-
Total Expenses	**5.465**	**6.565**	**6.105**	**2**	**5.737**	**5.672**	**5.705**
Mill Rate Support/(Contribution)	**0.602**	**0.661**	**0.965**		**0.566**	**0.470**	**0.473**
Full-time Equivalent Positions	**28**	**28**	**27**		**27**	**27**	**27**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease in transfer from Sewage Disposal Fund	(0.819)
Miscellaneous adjustments	0.054
	(0.765)

2 Expenses

Decrease in debt and finance	(0.469)
Decrease in certificates, permits and licenses	(0.171)
Decrease in maintenance materials	(0.166)
Transfer to Capital	0.295
Miscellaneous adjustments	0.051
	(0.460)

Full-time Equivalent Positions

Decrease of 1 FTE due to reduction of the land drainage sewer maintenance program and internal FTE allocations within the Water and Waste department.

Land Drainage and Flood Control

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Flood Control	Revenue	0.016	-	-	-	-	-
	Operating expenses	1.504	2.004	1.825	1.836	1.842	1.850
	Transfer to Capital	-	-	-	-	-	-
		1.488	2.004	1.825	1.836	1.841	1.849
Land Drainage	Revenue	4.495	5.728	4.959	4.988	5.015	5.041
	Operating expenses	3.103	3.904	3.331	3.348	3.370	3.390
	Transfer to Capital	0.506	-	-	-	-	-
		(0.886)	(1.824)	(1.629)	(1.640)	(1.644)	(1.651)
Waterways Management	Revenue	0.351	0.175	0.180	0.183	0.187	0.191
	Operating expenses	0.352	0.451	0.449	0.453	0.459	0.465
	Transfer to Capital	-	0.205	0.500	0.100	-	-
		0.000	0.481	0.769	0.370	0.273	0.275
Mill Rate Support/(Contribution)		**0.602**	**0.661**	**0.965**	**0.566**	**0.470**	**0.473**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	7.821	28.155	35.976

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	2016	2017	2018
Number of dwelling units served	296,147	299,395	303,515
Weight of residential garbage collected (tonnes)	174,280	172,209	172,041
Weight of garbage collected per capita (kilograms)	237	230	225
Number of large item pick ups per year	12,636	13,098	12,934

Solid Waste Collection

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of dollars)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	1.161	1.142	1.167		1.187	1.206	1.226
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**1.161**	**1.142**	**1.167**	**1**	**1.187**	**1.206**	**1.226**
Salaries and benefits	0.879	1.123	1.437		1.478	1.522	1.550
Services	20.376	21.637	21.310		22.157	21.989	22.929
Materials, parts, and supplies	0.027	0.095	0.382		0.391	0.398	0.394
Assets and purchases	0.244	0.239	0.256		0.263	0.271	0.279
Debt and finance charges	0.012	0.008	0.008		0.008	0.008	0.008
Grants, transfers and other	0.124	0.124	0.149		0.150	0.151	0.152
Recoveries	(0.028)	-	-		-	-	-
Operating Expenses	**21.634**	**23.226**	**23.542**		**24.448**	**24.340**	**25.312**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**21.634**	**23.226**	**23.542**	**2**	**24.448**	**24.340**	**25.312**
Mill Rate Support/(Contribution)	**20.473**	**22.084**	**22.374**		**23.260**	**23.133**	**24.087**
Full-time Equivalent Positions	**10**	**15**	**17**		**17**	**17**	**17**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.025
	0.025

2 Expenses

Increase in fleet	0.430
Increase in salaries and benefits	0.314
Increase in fuel	0.098
Decrease in collection costs	(0.692)
Miscellaneous adjustments	0.166
	0.316

Full-time Equivalent Positions

Increase of 2 FTEs is due to the addition of 5 FTEs for the Pilot Project - Multi-Family Solid Waste Collection Services provided by City staff, partially offset by 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	2016	2017	2018
Number of tonnes disposed	363,664	355,326	332,564
Total number of non-commercial vehicles	80,439	69,658	82,722
Total number of commercial and contractor vehicles	65,336	70,989	70,567
Kilolitres of leachate hauled and treated	65,360	53,930	39,541
Tonnes of landfill gas (CO2e) captured and flared	104,349	85,819	78,602

Solid Waste Disposal

Contributing Departments
Water and Waste 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	15.276	15.343	15.200		15.612	14.455	14.616
Provincial funding (service specific)	0.065	0.062	0.065		0.065	0.065	0.065
Revenues	**15.342**	**15.404**	**15.265**	**1**	**15.678**	**14.521**	**14.682**
Salaries and benefits	3.495	3.344	3.503		3.595	3.687	3.775
Services	5.934	8.274	8.337		8.490	8.807	9.025
Materials, parts, and supplies	0.739	0.710	0.722		0.739	0.753	0.756
Assets and purchases	0.002	0.095	0.094		0.094	0.094	0.094
Debt and finance charges	0.210	0.366	0.364		0.355	0.252	0.260
Grants, transfers and other	0.794	0.748	0.706		0.713	0.718	0.722
Recoveries	(0.836)	(0.035)	(0.035)		(0.035)	(0.035)	(0.035)
Expenses	**10.339**	**13.503**	**13.692**	**2**	**13.952**	**14.275**	**14.598**
Surplus/(Deficit)	**5.002**	**1.902**	**1.574**		**1.726**	**0.246**	**0.084**
Full-time Equivalent Positions	**42**	**38**	**40**		**40**	**40**	**40**

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 2020 Change from 2019

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.139)
	(0.139)

2 Expenses

Increase in leachate treatment	0.331
Miscellaneous adjustments	(0.142)
	0.189

Full-time Equivalent Positions

Increase of 2 FTEs due to internal FTE allocations within the Water and Waste department.

Solid Waste Disposal

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Landfill Rehab Reserve	7.788	8.027	5.074	3.703	2.612	1.503

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	1.670	13.600	15.270

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	2016	2017	2018
Number of dwelling units served	296,147	299,395	303,515
Weight of residential recycling material collected (tonnes) [A]	55,010	54,177	52,553
Average weight of residential recycling per household (kg) [A]	186	181	173
Total yard waste composted (tonnes)	34,123	28,528	33,041
Total material collected at the 4R Winnipeg Depots (tonnes) [B]	3,989	8,845	9,821

[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. The Panet 4R Winnipeg Depot opened February, 2018.

Recycling and Waste Diversion

Contributing Departments

Water and Waste 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	23.573	24.884	27.011		30.001	32.340	32.723
Provincial funding (service specific)	5.451	4.926	4.584		4.621	4.624	4.626
Revenues	**29.024**	**29.810**	**31.595**	**1**	**34.622**	**36.963**	**37.350**
Salaries and benefits	4.880	5.860	5.886		6.012	6.163	6.309
Services	27.388	29.406	27.531		28.457	29.518	30.532
Materials, parts, and supplies	0.394	0.577	0.469		0.435	0.435	0.432
Assets and purchases	0.267	0.323	0.338		0.339	0.340	0.341
Debt and finance charges*	0.773	3.177	3.069		2.981	1.736	1.888
Grants, transfers and other	0.162	0.211	0.216		0.218	0.220	0.222
Recoveries	(0.336)	(0.780)	(0.260)		(0.260)	(0.260)	(0.260)
Expenses	**33.529**	**38.775**	**37.248**	**2**	**38.181**	**38.151**	**39.464**
Surplus/(Deficit)	**(4.505)**	**(8.965)**	**(5.654)**		**(3.559)**	**(1.188)**	**(2.115)**
Full-time Equivalent Positions	**69**	**82**	**81**		**81**	**81**	**81**

*** 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 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in funding from Multi-Material Stewardship Manitoba	1.870
Increase in waste diversion revenue	0.453
Decrease in waste reduction support grant	(0.375)
Decrease in sale of recyclables	(0.158)
Miscellaneous adjustments	(0.005)
	1.785

2 Expenses

Decrease in recycling processing	(2.170)
Decrease in interfund recoveries	0.520
Increase in leaf and yard waste collection	0.297
Miscellaneous adjustments	(0.174)
	(1.527)

Full-time Equivalent Positions

Decrease of 1 FTE due to internal FTE allocations within the Water and Waste department.

Recycling and Waste Diversion

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Recycling	Revenue	17.991	18.826	20.492	23.300	25.441	25.623
	Operating expenses	24.523	28.162	25.910	26.604	26.154	27.130
	Transfer to Capital	-	-	-	-	-	-
		(6.532)	(9.336)	(5.418)	(3.304)	(0.713)	(1.507)
Waste Diversion	Revenue	11.033	10.984	11.103	11.322	11.523	11.727
	Operating expenses	9.005	10.613	11.338	11.577	11.998	12.335
	Transfer to Capital	-	-	-	-	-	-
		2.028	0.371	(0.236)	(0.255)	(0.475)	(0.608)
Surplus/(Deficit)		**(4.505)**	**(8.965)**	**(5.654)**	**(3.559)**	**(1.188)**	**(2.115)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Waste Diversion Reserve	5.188	5.221	3.251	2.470	2.003	1.570

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	1.800	0.450	2.250

Return to Table of Contents

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	2016	2017	2018
No. of Development Servicing Agreements Administered [A]	20	26	175
Number of Urban Design Applications Reviewed	106	111	111
Number of Zoning Agreements Processed	39	39	24
No. of Survey Information Requests (for construction work)	2,863	2,150	2,282
Number of Surveys Performed (Contract / In-house) [B]	81 / 40	66 / 58	39 / 51
Number of Survey Monuments Restored [C]	196	231	470
Number of Street Closings / Openings	23	11	9
Number of new greenfield dwelling units [D]	2,220	3,410	1,882
Number of new infill dwelling units [E]	1,337	1,232	1,435
No. of new dwelling units within 400 meters of a regional mixed-use corridor	397	478	379

[A] Variance in 2018 is due to a change in methodology.

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

[C] 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.

[D] 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.

[E] 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 $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.007	0.316	0.001		0.001	0.001	0.001
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.007**	**0.316**	**0.001**	**1**	**0.001**	**0.001**	**0.001**
Salaries and benefits	1.657	1.894	1.970		2.030	2.049	2.093
Services	0.139	0.195	0.189		0.189	0.189	0.189
Materials, parts, and supplies	0.003	0.003	0.003		0.003	0.003	0.003
Assets and purchases	0.004	0.004	0.004		0.004	0.004	0.004
Debt and finance charges	0.028	0.034	0.029		0.031	0.031	0.031
Grants, transfers and other	0.324	0.041	0.058		0.058	0.058	0.058
Recoveries	(0.055)	(0.131)	(0.084)		(0.097)	(0.084)	(0.086)
Operating expenses	**2.100**	**2.040**	**2.167**		**2.218**	**2.248**	**2.291**
Transfer to Capital	-	0.122	0.272		0.035	0.068	0.048
Total Expenses	**2.100**	**2.162**	**2.440**	**2**	**2.252**	**2.317**	**2.339**
Mill Rate Support/(Contribution)	**2.093**	**1.846**	**2.439**		**2.252**	**2.316**	**2.339**
Full-time Equivalent Positions	**17**	**21**	**20**		**20**	**19**	**19**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease due to one-time transfer from Multi-Family Dwelling Investment Reserve in 2019	(0.315)
	(0.315)

2 Expenses

Transfer to Capital	0.150
Increase in salaries and benefits	0.076
Miscellaneous adjustments	0.052
	0.278

Full-time Equivalent Positions

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

City Planning

Service Detail Sub-service (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Area Dev & Renewal Planning	Revenue	0.003	0.195	-	-	-	-
	Operating expenses	1.532	1.088	1.158	1.186	1.207	1.232
	Transfer to Capital	-	0.074	0.125	0.021	0.042	0.030
		1.529	0.967	1.282	1.207	1.249	1.261
City-wide Long Range Planning	Revenue	0.004	0.120	-	-	-	-
	Operating expenses	0.568	0.952	1.009	1.031	1.041	1.060
	Transfer to Capital	-	0.047	0.147	0.014	0.026	0.018
		0.564	0.879	1.156	1.045	1.067	1.077
Mill Rate Support/(Contribution)		**2.093**	**1.846**	**2.439**	**2.252**	**2.316**	**2.339**

Neighbourhood Revitalization

Includes:

- *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. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:
- 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
- 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.

Service Level Statistics

Description	2016	2017	2018
Targeted Development Programs/projects- # of units created	297	147	192
Housing Reserve - $ invested in neighbourhood revitalization and Indigenous housing via housing coordination, infill development, fix up grants, etc.	$635,628	$680,196	$846,770
Building Communities Funding ($ 000's) / Projects completed	$1,885 / 12	$580 / 7	$836 / 1

Neighbourhood Revitalization

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.687	0.152	0.162		0.162	0.162	0.162
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.687**	**0.152**	**0.162**	**1**	**0.162**	**0.162**	**0.162**
Salaries and benefits	0.638	0.194	0.077		0.078	0.078	0.080
Services	0.702	0.677	0.653		0.653	0.653	0.653
Materials, parts, and supplies	0.003	0.002	-		-	-	-
Assets and purchases	0.001	-	-		-	-	-
Debt and finance charges	0.031	0.039	0.033		0.035	0.035	0.035
Grants, tranfers and other	0.240	1.195	1.166		1.166	1.166	1.166
Recoveries	(0.010)	(0.016)	(0.016)		(0.016)	(0.016)	(0.017)
Operating expenses	**1.606**	**2.091**	**1.913**		**1.916**	**1.917**	**1.918**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**1.606**	**2.091**	**1.913**	**2**	**1.916**	**1.917**	**1.918**
Mill Rate Support/(Contribution)	**0.919**	**1.939**	**1.751**		**1.754**	**1.754**	**1.756**
Full-time Equivalent Positions	**8**	**2**	**1**		**1**	**1**	**1**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Transfer from Housing Reserve related to the Winnipeg Housing Rehabilitation Corp (WHRC) Grant	0.162
Decrease due to expiration of Homelessness Partnering Strategy agreement March 31, 2019	(0.152)
	0.010

2 Expenses

Decrease in salaries and benefits, and other expenses due to the expiration of the Homelessness Partnering Strategy agreement March 31, 2019	(0.178)
	(0.178)

Full-time Equivalent Positions

Decrease of 1 FTE due to the expiration of the Homelessness Partnering Strategy agreement March 31, 2019.

Neighbourhood Revitalization

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Housing Rehab Invest Reserve	3.134	1.556	1.372	1.236	1.099	0.961
Multi-Family Dwell Tax Inv Res	1.469	0.391	0.674	1.292	1.836	2.585

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	1.000	2.000	3.000

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	2016	2017	2018
Total New Dwelling Units Created	3,995	4,875	3,757
Permit Volumes			
Residential Permits Issued	6,917	7,100	6,897
Non-Residential Permits Issued	3,251	3,615	3,351
Other Permits Issued	20,835	23,239	24,423
Total Permits Issued	31,130	34,084	34,825
Total Permit Fees ($) [A]	25,009,590	26,189,264	25,604,707
Permit Values (in thousands of $)			
Residential Permit Values	977,900	1,203,747	1,035,491
Non-Residential Permit Values	1,039,764	890,191	833,420
Total Permit Values	2,017,665	2,093,938	1,868,912
Plan Examination Volume (Number of Plans Reviewed):			
Residential	5,268	5,333	5,871
Commercial	6,784	7,524	7,805
Total Plan Examination Volume	12,052	12,857	13,676
Inspection Volume (Number Conducted):			
Residential	75,031	79,097	96,160
Commercial	46,909	47,115	47,902
Total Inspection Volume	121,940	126,212	144,062

[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 $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	27.881	28.779	29.020		29.697	30.143	30.695
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**27.881**	**28.779**	**29.020**	**1**	**29.697**	**30.143**	**30.695**
Salaries and benefits	18.008	17.886	17.901		18.312	18.113	17.908
Services	1.714	1.685	1.711		1.710	1.702	1.701
Materials, parts and supplies	0.088	0.101	0.099		0.099	0.099	0.099
Assets and purchases	0.084	0.081	0.081		0.081	0.081	0.081
Debt and finance charges	0.311	0.322	0.318		0.319	0.319	0.319
Grants, transfers and other	1.413	0.652	0.725		0.753	0.776	0.776
Recoveries	(0.487)	(0.421)	(0.377)		(0.384)	(0.381)	(0.384)
Operating expenses	**21.130**	**20.306**	**20.458**		**20.890**	**20.710**	**20.501**
Transfer to Capital	-	0.180	0.239		0.079	0.068	0.048
Total Expenses	**21.130**	**20.486**	**20.697**	**2**	**20.969**	**20.779**	**20.549**
Mill Rate Support/(Contribution)	**(6.751)**	**(8.292)**	**(8.323)**		**(8.728)**	**(9.365)**	**(10.146)**
Full-time Equivalent Positions	**218**	**210**	**206**		**206**	**196**	**189**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in regulation fee revenue due to inflation	0.739
Decrease due to one-time transfer from Multi-Family Dwelling Investment Reserve in 2019	(0.315)
Decrease in transfer from Permit Reserve	(0.203)
Miscellaneous adjustments	0.020
	0.241

2 Expenses

Increase in civic accommodation charges	0.090
Transfer to Capital	0.059
Decrease in recoveries	0.044
Increase in salaries and benefits	0.015
Miscellaneous adjustments	0.003
	0.211

Full-time Equivalent Positions

Decrease of 4 FTEs due to 1 FTE transferred to Community Services, and reduction of FTEs in Planning, Property and Development (in divisions other than Development and Inspections), 3 of which are allocated to this service.

Development Approvals, Building Permits and Inspections

Service detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Res Dev Approvals & Inspection	Revenue	8.402	8.727	8.742	8.945	9.079	9.244
	Operating expenses	10.295	10.132	10.269	10.488	10.324	10.195
	Transfer to Capital	-	0.087	0.152	0.039	0.033	0.023
		1.893	1.493	1.679	1.582	1.278	0.974
Com Dev Approvals & Inspection	Revenue	19.479	20.052	20.279	20.753	21.065	21.451
	Operating expenses	10.835	10.174	10.190	10.402	10.386	10.306
	Transfer to Capital	-	0.093	0.087	0.040	0.036	0.025
		(8.644)	(9.785)	(10.001)	(10.311)	(10.643)	(11.120)
Mill Rate Support/(Contribution)		**(6.751)**	**(8.292)**	**(8.323)**	**(8.728)**	**(9.365)**	**(10.146)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Permit Reserve	1.376	2.000	0.800	-	-	-

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	1.215	2.966	4.181

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	2016	2017	2018
Total Listed Historic Resources	269	294	315
Total Nominated Resources	100	74	52
Total Commemorated Resources	338	339	342
Number of Nominated Resources Added to the List of Historical Resources	15	25	21
Number of Heritage Resources De-Listed	0	0	0
Number of Buildings Receiving Heritage Tax-based Incentives for Capital Projects [A]	27	25	15
Number of Heritage Permits Issued	56	61	58
Number of Projects Awarded under the Gail Parvin Hammerquist Fund City-wide Program:			
a. Capital Project Grants	9	4	4
b. Research and Interpretive Grants	5	5	2

[A] Reflects the total number of buildings actively receiving the Heritage Conservation Tax Credit or the Heritage Conservation Grant Program.

Heritage Conservation

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.003	0.120	-		-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.003**	**0.120**	**-**	**1**	**-**	**-**	**-**
Salaries and benefits	0.211	0.231	0.267		0.272	0.254	0.259
Services	0.010	0.012	0.012		0.012	0.012	0.012
Materials, parts, and supplies	0.001	0.001	0.001		0.001	0.001	0.001
Assets and purchases	-	-	-		-	-	-
Debt and finance charges	0.004	0.005	0.004		0.004	0.004	0.004
Grants, transfers and other	0.066	0.044	0.046		0.046	0.046	0.046
Recoveries	(0.034)	(0.028)	(0.029)		(0.038)	(0.027)	(0.028)
Operating expenses	**0.258**	**0.266**	**0.302**		**0.298**	**0.291**	**0.295**
Transfer to Capital	-	0.043	0.164		0.011	0.026	0.018
Total Expenses	**0.258**	**0.309**	**0.466**	**2**	**0.309**	**0.317**	**0.314**
Mill Rate Support/(Contribution)	**0.255**	**0.189**	**0.466**		**0.309**	**0.317**	**0.314**
Full-time Equivalent Positions	**2**	**2**	**3**		**3**	**2**	**2**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease due to one-time transfer from Multi-Family Dwelling Tax Investment Reserve in 2019	(0.120)
	(0.120)

2 Expenses

Transfer to Capital	0.121
Miscellaneous adjustments	0.036
	0.157

Full-time Equivalent Positions

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

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Heritage Investment Reserve	0.062	(0.190)	0.035	0.001	0.015	0.027

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	-	0.100	0.100

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:

REAL ESTATE: administers the sale and leasing of City-owned property; negotiates property acquisition or real estate appraisals on behalf of civic departments.

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. Migrate the Real Estate Transaction Management Framework (RETMF) into the Department's AMANDA software.
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.
5. Update and modernize existing real estate policies to reflect current practices and needs.

Service Level Statistics

Description	2016	2017	2018
Real Estate			
Property Sales / Gross Revenues from Sales Closed	31 / $11.3M	30 / $15.6M	21 / $8.0M
Number of Leases Approved / Annual Lease Revenue	33 / $6,444	41 / $116,550	25 / $94,095
Municipal Accommodations			
Estimated Market Value	$3 - $4B	$3 - $4B	$3 - $4B
Number of Buildings / Total Square Footage (Owned & Leased)	1,034 / 7.7M sq ft	1,188 / 7.7M sq ft	1,059 / 8.3M sq ft

NOTE: M = millions
B = billions

Property Asset Management - Tax Supported

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	14.603	13.406	18.421		14.253	14.493	14.794
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**14.603**	**13.406**	**18.421**	**1**	**14.253**	**14.493**	**14.794**
Salaries and benefits	3.302	4.098	4.275		4.378	4.409	4.513
Services	0.225	0.855	0.847		0.847	0.847	0.847
Materials, parts, and supplies	0.011	0.013	0.013		0.013	0.013	0.013
Assets and purchases	0.022	0.023	0.023		0.023	0.023	0.023
Debt and finance charges	0.039	0.618	0.610		0.613	0.613	0.613
Grants, transfers and other	7.269	8.761	8.805		8.369	8.341	8.365
Recoveries	(1.266)	(1.693)	(1.709)		(1.721)	(1.737)	(1.750)
Operating expenses	**9.603**	**12.675**	**12.864**		**12.521**	**12.510**	**12.624**
Transfer to Capital	-	0.049	0.039		0.037	-	-
Total Expenses	**9.603**	**12.724**	**12.904**	**2**	**12.558**	**12.510**	**12.624**
Mill Rate Support/(Contribution)	**(5.000)**	**(0.682)**	**(5.518)**		**(1.695)**	**(1.984)**	**(2.169)**
Full-time Equivalent Positions	**39**	**46**	**47**		**47**	**45**	**45**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in transfer from Land Operating Reserve	4.000
Increase in transfer from Municipal Accommodations	0.934
Miscellaneous adjustments	0.081
	5.015

2 Expenses

Increase in salaries and benefits	0.177
Increase in transfer to Municipal Accommodations	0.094
Transfer to Capital	(0.010)
Miscellaneous adjustments	(0.081)
	0.180

Full-time Equivalent Positions

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

Property Asset Management - Tax Supported

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Municipal Accommodations	Revenue	12.296	10.029	10.964	9.726	9.896	10.124
	Operating expenses	7.745	9.116	9.206	8.770	8.756	8.780
	Transfer to Capital	-	0.024	0.019	0.018	-	-
		(4.551)	(0.889)	(1.739)	(0.938)	(1.140)	(1.344)
Land and Property	Revenue	2.306	3.377	7.458	4.527	4.597	4.669
	Operating expenses	1.857	3.559	3.659	3.751	3.753	3.844
	Transfer to Capital	-	0.025	0.020	0.019	-	-
		(0.450)	0.208	(3.778)	(0.757)	(0.844)	(0.825)
Mill Rate Support/(Contribution)		**(5.000)**	**(0.682)**	**(5.518)**	**(1.695)**	**(1.984)**	**(2.169)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Land Operating Reserve	17.434	29.005	29.075	30.549	34.750	39.210

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	0.106	0.200	0.306

Property Asset Management - Municipal Accommodations

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	70.773	72.083	72.048		71.696	72.508	74.196
Provincial funding (service specific)	0.357	0.359	0.359		0.359	0.359	0.359
Revenues	**71.130**	**72.443**	**72.407**	**1**	**72.055**	**72.867**	**74.555**
Salaries and benefits	20.275	20.441	20.718		21.001	21.432	21.677
Services	26.280	30.486	30.266		29.720	30.153	31.419
Materials, parts, supplies	7.877	6.250	6.209		6.213	6.283	6.351
Assets and purchases	0.018	0.030	0.030		0.030	0.030	0.030
Debt and finance charges	4.753	4.829	4.866		5.009	5.019	5.019
Grants, transfers and other	14.621	11.411	12.170		10.938	11.107	11.336
Recoveries	(3.707)	(3.260)	(3.020)		(3.035)	(3.044)	(3.053)
Operating expenses	**70.118**	**70.187**	**71.238**		**69.877**	**70.980**	**72.779**
Transfer to Capital	1.012	2.256	1.169		2.178	1.887	1.776
Total Expenses	**71.130**	**72.443**	**72.407**	**2**	**72.055**	**72.867**	**74.555**
Surplus/(Deficit)	**-**	**-**	**-**		**-**	**-**	**-**
Full-time Equivalent Positions	**281**	**289**	**286**		**286**	**286**	**285**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in transfer from Community Services for facilities operations and maintenance	0.720
Increase in transfer from General Revenue Fund for accommodation charges	0.225
Decrease in transfer from Fleet Management Agency	(0.107)
Decrease in transfer from Parks and Open Spaces	(0.138)
Decrease in transfer from Community Services for Capital	(0.477)
Miscellaneous adjustments	(0.259)
	(0.036)

2 Expenses

Increase in transfer to General Revenue Fund (Provision) due primarily to decrease in cash-to-capital transfer	0.934
Increase in salaries and benefits	0.277
Transfer to Capital	(1.087)
Decrease in rentals	(0.167)
Decrease in fleet leases and other fleet related costs	(0.137)
Miscellaneous adjustments	0.144
	(0.036)

Full-time Equivalent Positions

Decrease of 2 Project Officer positions due to reduced capital reinvestment budget and 1 Building Servicer FTE attributable to the closure of Terry Sawchuk Arena.

Property Asset Management - Municipal Accommodations

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Municipal Accommodations	Revenue	51.088	50.830	50.553	49.788	50.070	51.294
	Operating expenses	49.795	49.302	49.262	47.635	48.207	49.548
	Transfer to Capital	1.012	1.779	1.169	2.178	1.887	1.776
		0.280	(0.251)	0.123	(0.025)	(0.024)	(0.030)
Pool Facilties	Revenue	13.450	14.315	14.352	14.690	15.032	15.334
	Operating expenses	12.364	13.609	14.443	14.692	15.036	15.337
	Transfer to Capital	-	0.459	-	-	-	-
		1.087	0.248	(0.092)	-	(0.003)	(0.003)
Arena Facilities	Revenue	4.120	4.643	4.751	4.763	4.887	4.993
	Operating expenses	5.414	4.634	4.764	4.739	4.865	4.968
	Transfer to Capital	-	0.012	-	-	-	-
		(1.294)	(0.003)	(0.013)	0.024	0.022	0.026
Recreation Centres	Revenue	1.241	1.367	1.403	1.441	1.481	1.512
	Operating expenses	1.626	1.378	1.413	1.441	1.478	1.507
	Transfer to Capital	-	0.004	-	-	-	-
		(0.385)	(0.016)	(0.011)	-	0.003	0.004
Community Centre Facilities	Revenue	1.231	1.287	1.349	1.373	1.397	1.422
	Operating expenses	0.919	1.264	1.356	1.370	1.395	1.419
	Transfer to Capital	-	0.002	-	-	-	-
		0.312	0.021	(0.007)	0.002	0.003	0.003
Surplus/(Deficit)		-	-	-	-	-	-

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	4.607	9.390	13.997

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	2016	2017	2018
Lineal Feet of New Poured in Place Monument Beam Foundation Installed, in Public Sections [A]	401	0	353
Lineal Feet of New Field of Honour Precast Beam foundation installed [B]	176	0	3,104
Number of Individual Foundations Installed	60	54	34
Number of Educational Tours	15	15	0
Number of Interment Sites Re-leveled and Re-seeded	1,254	1,104	1,025
Number of Field of Honour Interment Sites re-landscaped	250	400	440
Number of Trees Planted	90	100	120
Lineal feet of existing Field of Honour Precast Beam refurbished	2,128	88	1,812

[A] Variance due to poured in place foundations for public being installed in accordance with demand and operational needs.

[B] Variance due to a 4-year project with Veterans Affairs Canada to replace the foundations of over 7,000 veterans which began in 2018.

Cemeteries

Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	1.953	1.760	1.780		1.817	1.855	1.894
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**1.953**	**1.760**	**1.780**	**1**	**1.817**	**1.855**	**1.894**
Salaries and benefits	1.736	1.732	1.710		1.742	1.776	1.808
Services	0.521	0.511	0.459		0.440	0.435	0.446
Materials, parts and supplies	0.194	0.100	0.129		0.132	0.133	0.133
Assets and purchases	0.003	0.007	0.007		0.007	0.007	0.004
Debt and finance charges	0.041	0.042	0.039		0.041	0.041	0.036
Grants, transfers and other	0.162	0.184	0.188		0.191	0.195	0.197
Recoveries	(0.026)	(0.040)	(0.040)		(0.040)	(0.040)	(0.041)
Operating expenses	**2.631**	**2.536**	**2.493**		**2.512**	**2.548**	**2.582**
Transfer to Capital	-	0.243	0.250		0.238	-	-
Total Expenses	**2.631**	**2.778**	**2.743**	**2**	**2.750**	**2.548**	**2.582**
Mill Rate Support/(Contribution)	**0.679**	**1.018**	**0.963**		**0.933**	**0.693**	**0.688**
Full-time Equivalent Positions	**27**	**25**	**24**		**24**	**24**	**24**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in Cemeteries revenue due to inflation offset by decreased transfer to Perpetual Maintenance Reserve	0.020
	0.020

2 Expenses

Increase in materials, parts and supplies	0.029
Decrease in services	(0.052)
Decrease in salaries and benefits	(0.022)
Miscellaneous adjustments	0.010
	(0.035)

Full-time Equivalent Positions

Decrease of 1 FTE - Cemeteries Customer Service Representative.

Cemeteries

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Perpetual Mtce-Brookside Cem	17.210	17.637	18.025	18.442	18.869	19.306
Perpetual Mtce-St Vital Cem	1.224	1.276	1.319	1.363	1.408	1.455
Perpetual Mtce-Transona Cem	0.854	0.900	0.934	0.968	1.003	1.039

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	1.048	1.086	2.134

Return to Table of Contents

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 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. Address crime through evidence-based policing strategies.
2. Ensure people are in the right jobs in the right numbers.
3. Enhance training and professionalism in the Service.

Service Level Statistics

Description	2016	2017	2018
Police Officer Complement (Authorized)	1,421	1,412	1,360
Civilian Staff Complement (Authorized)	504	551	554
Police Officer to Civilian Staff Ratio	2.8:1	2.6:1	2.5:1
Police Officer to Population Ratio (per 100,000)	197	192	181.4
Total Calls for Service to the Communications Centre	578,607	585,984	618,321
Total Dispatched and Police-Initiated Calls	205,641	225,129	225,204
% of Total Calls	35.5%	38.4%	36.4
Police-Initiated Events	68,164	80,540	75,320
% of Dispatched Call and Police-Initiated Calls	33.1%	35.8%	33.4
Citizen Generated Events	137,476	144,591	149,884
% of Dispatched Call and Police-Initiated Calls	66.9%	64.2%	66.6
Dispatched via Alternate Phone Response (APR)	2,237	3,002	7,934
% of Dispatched Call and Police-Initiated Calls	1.1%	1.3%	3.5
Dispatched and Police-Initiated Calls by Priority Level			
Priority 0 to 2: Emergency	17,726	21,535	19,823
Priority 3 to 4: Urgent	76,221	79,669	84,564
Priority 5 to 9: Non-Urgent	111,694	123,927	120,817

Police Response

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	5.744	5.339	5.738		5.743	5.858	5.828
Provincial funding (service specific)	19.862	18.992	19.179		18.992	18.992	18.992
Revenues	**25.606**	**24.330**	**24.917**	**1**	**24.735**	**24.850**	**24.819**
Salaries and benefits	201.321	210.132	211.619		215.605	217.989	225.055
Services	10.677	11.650	11.781		11.965	11.968	11.824
Materials, parts, and supplies	5.166	5.004	5.126		4.980	5.026	5.145
Assets and purchases	1.538	1.501	1.474		1.630	1.630	1.630
Debt and finance charges	8.809	9.201	7.995		8.623	9.173	9.303
Grants, transfers and other	9.553	8.708	8.918		8.555	8.683	9.761
Recoveries	(0.569)	(0.503)	(0.503)		(0.503)	(0.503)	(0.503)
Operating expenses	**236.495**	**245.693**	**246.410**		**250.855**	**253.966**	**262.215**
Transfer to Capital	3.277	2.900	1.625		4.990	5.047	3.034
Total Expenses	**239.772**	**248.593**	**248.035**	**2**	**255.845**	**259.013**	**265.249**
Mill Rate Support/(Contribution)	**214.166**	**224.262**	**223.118**		**231.110**	**234.163**	**240.430**
Full-time Equivalent Positions	**1,548**	**1,565**	**1,554**		**1,554**	**1,554**	**1,554**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in service revenue - special duty, alarm permit renewal and inflation	0.400
Increase in provincial funding - Federal Guns & Gangs Initiative	0.187
	0.587

2 Expenses

Increase in salaries and benefits net of reallocation of 10 positions to Crime Prevention Service	1.487
Increase in office equipment maintenance relating to IT maintenance contracts	0.339
Increase in rentals for Active Response Training	0.196
Transfer to Capital	(1.275)
Decrease in debt and finance charges	(1.206)
Miscellaneous adjustments	(0.099)
	(0.558)

Full-time Equivalent Positions

Decrease due to transfer of 10 FTEs within the Police Service to Crime Prevention and refinement of service based view.

Police Response

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Police Response	Revenue	20.756	19.415	19.523	19.492	19.498	19.462
	Operating expenses	149.301	157.972	154.730	157.132	157.033	163.196
	Transfer to Capital	3.277	2.900	1.625	4.990	5.047	3.034
		131.822	141.457	136.832	142.630	142.581	146.768
Contract Policing	Revenue	1.602	1.584	1.711	1.749	1.791	1.808
	Operating expenses	0.263	1.298	0.454	0.463	0.481	0.489
	Transfer to Capital	-	-	-	-	-	-
		(1.339)	(0.286)	(1.257)	(1.286)	(1.311)	(1.319)
Crime Investigation	Revenue	3.201	3.281	3.566	3.378	3.442	3.434
	Operating expenses	78.916	78.904	82.785	84.671	87.617	89.586
	Transfer to Capital	-	-	-	-	-	-
		75.715	75.623	79.219	81.292	84.175	86.152
Police Training	Revenue	0.047	0.051	0.117	0.115	0.118	0.115
	Operating expenses	8.015	7.519	8.441	8.589	8.835	8.943
	Transfer to Capital	-	-	-	-	-	-
		7.968	7.468	8.324	8.474	8.717	8.828
Mill Rate Support/(Contribution)		**214.166**	**224.262**	**223.118**	**231.110**	**234.163**	**240.430**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	2.966	17.824	20.790

Crime Prevention

Includes:

- *Community Policing*
- *Street Lighting*
- *Crime Prevention Initiatives*

Description

Promote safer communities through engagement, education, and proactive policing.

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 with the community.
2. Strengthen proactive policing.
3. Increase effectiveness of street lighting.

Service Level Statistics

Description	2016	2017	2018
Community Policing			
Number of Followers on Social Media Platforms	88,998	111,000	118,591
Thunderwing: Number of referrals	6	29	54
Citizen Survey: WPS Trustworthy (% of respondents believe WPS is trustworthy) [A]	N/A	72.9%	N/A
Citizen Survey: WPS Confidence (% of respondents have confidence in WPS) [A]	N/A	91.3%	N/A
Citizen Survey: WPS Service Quality (% of respondents rated WPS' Service Quality excellent/good) [A]	N/A	72.9%	N/A
Number of proactive and reactive events in Centreline			3,967
Joint projects for Highway Traffic Act and impaired driving enforcement			102
Public website development: hits, page views, engagement from social media			191,230
Counter Exploitation Unit/Missing Persons Unit interventions			1022
Number of WPS Diversions			401
Number of arrests that involve illicit drugs			1,091
Proactive Policing			
Total Proactive target driven events: Special Policing Initiatives Events	21,166	24,001	20,372
Street Lighting [B]			
Number of Street Lights, Lane Lights and Pathway Lights [C]	75,094	76,872	76,680
Number of Lighting Complaints Requiring a Lighting Upgrade	11	44	85
Number of Lighting Complaints	62	122	177
Prevention & Intervention: Missing Person Incidents	9,776	10,990	7,361

[A] The Winnipeg Police Service (WPS) conducts the survey every second year.

[B] Data supplied by the Public Works Department.

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

Note: The Winnipeg Police Board established a number of new measures for Service Level Statistics in 2018. Consequently, historic data are not available for these measures.

Crime Prevention

Contributing Departments

Police	75 %
Street Lighting	25 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	2.352	1.537	1.461		1.405	1.438	1.457
Provincial funding (service specific)	0.127	0.072	0.072		0.072	0.072	0.072
Revenues	**2.479**	**1.610**	**1.533**	**1**	**1.477**	**1.510**	**1.529**
Salaries and benefits	31.593	31.971	34.802		35.813	37.207	37.901
Services	13.026	13.759	13.130		14.386	15.064	15.756
Materials, parts and supplies	0.686	0.578	0.576		0.573	0.578	0.580
Assets and purchases	0.056	0.056	0.090		0.063	0.063	0.063
Debt and finance charges	-	-	-		-	-	-
Grants, transfers and other	1.075	1.044	1.041		1.031	1.047	1.047
Recoveries	(0.130)	(0.106)	(0.114)		(0.116)	(0.118)	(0.119)
Operating expenses	**46.306**	**47.302**	**49.526**		**51.750**	**53.841**	**55.228**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**46.306**	**47.302**	**49.526**	**2**	**51.750**	**53.841**	**55.228**
Mill Rate Support/(Contribution)	**43.827**	**45.692**	**47.993**		**50.273**	**52.330**	**53.699**
Full-time Equivalent Positions	**298**	**287**	**297**		**297**	**297**	**297**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease in service revenue	(0.077)
	(0.077)

2 Expenses

Increase in salaries and benefits due to reallocation of 10 positions from Police Response Service	2.831
Reduction in Street Lighting	(0.671)
Miscellaneous adjustments	0.064
	2.224

Full-time Equivalent Positions

Increase of 10 FTEs due to transfers within the Police Service from Police Response.

Crime Prevention

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Community Policing	Revenue	0.506	0.464	0.445	0.426	0.436	0.439
	Operating expenses	28.273	27.771	30.377	31.229	32.394	32.950
	Transfer to Capital	-	-	-	-	-	-
		27.766	27.306	29.932	30.803	31.957	32.511
Street Lighting	Revenue	-	-	-	-	-	-
	Operating expenses	12.425	13.116	12.445	13.681	14.350	15.052
	Transfer to Capital	-	-	-	-	-	-
		12.425	13.116	12.445	13.681	14.350	15.052
Crime Prevention Initiatives	Revenue	1.973	1.146	1.088	1.051	1.074	1.090
	Operating expenses	5.609	6.415	6.703	6.841	7.098	7.226
	Transfer to Capital	-	-	-	-	-	-
		3.636	5.270	5.615	5.789	6.023	6.136
Mill Rate Support/(Contribution)		**43.827**	**45.692**	**47.993**	**50.273**	**52.330**	**53.699**

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. Explore data driven approaches to traffic safety.
2. Set enforcement priorities.

Service Level Statistics

Description	2016	2017	2018
General Traffic Enforcement			
Total Number of Traffic Stops	28,981	33,752	29,556
Highway Traffic Act Provincial Offence Notices Issued	43,462	45,803	N/A
Highway Traffic Act Warnings Issued	9,940	9,940	9,808
Percentage of Notices Issued	65.7%	70.5%	N/A
Photo Enforcement			
Reduced School Zone	53,263	50,125	41,784
All Other Zones	45,530	47,196	55,378
Intersection Safety Cameras			
Speeding	35,411	34,132	34,010
Red Light	10,098	10,154	9,856
Criminal Code Driving Offences			
Persons Charged with Impaired Driving	479	440	439
Persons Charged with Other Criminal Code Driving Offences	259	228	382
Education			
Number of Safe Driving Public Service Announcements [A]	1,118	1,214	2,142

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
Due to the change in provincial regulations, Provincial based Offences are unavailable at time of printing.

[A] 2016 restated to reflect changed reporting methodology.

Traffic Safety and Enforcement

Contributing Departments

Police 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	19.892	20.195	20.057		19.659	19.670	19.668
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**19.892**	**20.195**	**20.057**	**1**	**19.659**	**19.670**	**19.668**
Salaries and benefits	11.348	12.859	13.237		13.593	14.119	14.377
Services	5.386	5.652	5.536		5.405	5.398	5.390
Materials, parts, and supplies	0.157	0.193	0.188		0.189	0.192	0.193
Assets and purchases	0.028	0.058	0.047		0.047	0.047	0.047
Debt and finance charges	-	-	-		-	-	-
Grants, transfers and other	0.402	0.402	0.403		0.404	0.406	0.406
Recoveries	(0.021)	(0.012)	(0.012)		(0.012)	(0.012)	(0.012)
Operating expenses	**17.302**	**19.152**	**19.399**		**19.626**	**20.151**	**20.402**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**17.302**	**19.152**	**19.399**	**2**	**19.626**	**20.151**	**20.402**
Mill Rate Support/(Contribution)	**(2.591)**	**(1.043)**	**(0.658)**		**(0.033)**	**0.481**	**0.734**
Full-time Equivalent Positions	**84**	**91**	**91**		**91**	**91**	**91**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease in photo enforcement revenue	(0.400)
Increase in police services revenue - for number of escorts and inflation	0.265
Miscellaneous adjustments	(0.003)
	(0.138)

2 Expenses

Increase in salaries and benefits	0.378
Decrease in non-professional services (related to decrease in photo enforcement revenue)	(0.133)
Miscellaneous adjustments	0.002
	0.247

Traffic Safety and Enforcement

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Traffic Safety-Automated	Revenue	16.470	16.200	15.800	15.400	15.400	15.400
	Operating expenses	5.829	6.086	5.889	5.770	5.797	5.809
	Transfer to Capital	-	-	-	-	-	-
		(10.641)	(10.114)	(9.911)	(9.630)	(9.603)	(9.591)
Traffic Safety-Officer	Revenue	3.422	3.995	4.257	4.259	4.270	4.268
	Operating expenses	11.473	13.066	13.510	13.856	14.354	14.593
	Transfer to Capital	-	-	-	-	-	-
		8.051	9.071	9.253	9.596	10.084	10.325
Traffic Safety-Division	Revenue	-	-	-	-	-	-
	Operating expenses	-	-	-	-	-	-
	Transfer to Capital	-	-	-	-	-	-
		-	-	-	-	-	-
Mill Rate Support/(Contribution)		**(2.591)**	**(1.043)**	**(0.658)**	**(0.033)**	**0.481**	**0.734**

Fire and Rescue Response

Includes:

- *Fire Investigation*
- *Fire Paramedic Response*
- *Fire Supression and Life Rescue*
- *Specialty Rescue*

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	2016	2017	2018
Total Fires	1,496	1,560	1,837
Alarm - No Fire	7,742	8,282	8,668
Gas/Odor/Hazardous Materials Emergencies	809	934	1,058
Miscellaneous Emergencies	4,649	4,668	5,024
Rescue Emergencies	180	193	210
Fire Investigations	330	359	365
Arson Determinations [A]	515	436	441
Emergency Medical Incidents - Fire Only Dispatched [B]	13,063	16,285	15,675
Emergency Medical Incidents-Ambulance+Fire Dispatched [B]	38,378	42,150	44,287
Fire Assisted Scheduled Inter-Facility Transfers [C]	18	8	6

[A] Source: Winnipeg Police Service (WPS), based on all charges to a maximum of four.

[B] This measure was previously reported under the Medical Response section.

[C] New measure

Fire and Rescue Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2018 Actual *	2019 Budget *	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.762	0.665	0.611		0.612	0.610	0.610
Provincial funding (service specific)	4.029	4.027	4.027		4.027	4.027	4.027
Revenues	**4.791**	**4.692**	**4.638**	**1**	**4.639**	**4.637**	**4.637**
Salaries and benefits	116.300	118.782	121.143		125.114	127.436	129.793
Services	5.998	6.254	7.317		7.336	6.708	6.597
Materials, parts, and supplies	4.241	3.923	4.526		4.513	4.526	4.539
Assets and purchases	0.398	0.348	0.221		0.221	0.221	0.221
Debt and finance charges	0.868	1.669	2.595		3.747	4.534	5.159
Grants, transfers and other	1.166	0.855	1.054		1.063	1.065	1.067
Recoveries	(0.108)	(0.184)	(0.183)		(0.183)	(0.183)	(0.183)
Operating expenses	**128.863**	**131.648**	**136.673**		**141.811**	**144.307**	**147.193**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**128.863**	**131.648**	**136.673**	**2**	**141.811**	**144.307**	**147.193**
Mill Rate Support/(Contribution)	**124.073**	**126.956**	**132.035**		**137.172**	**139.670**	**142.556**
Full-time Equivalent Positions	**941**	**919**	**919**		**919**	**919**	**919**

*** Restated to align with 2020 Budget.**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Miscellaneous adjustments	(0.054)
	(0.054)

2 Expenses

Increase in salaries and benefits	2.361
Increase in debt and finance charges	0.926
External fleet leasing	0.780
Increase in vehicle parts and maintenance	0.425
Increase in fleet leasing	0.292
Increase in information technology equipment	0.287
Miscellaneous adjustments	(0.046)
	5.025

Fire and Rescue Response

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Fire Suppression & Life Rescue	Revenue	4.788	4.683	4.633	4.634	4.632	4.632
	Operating expenses	118.435	120.758	125.377	130.162	132.511	135.205
	Transfer to Capital	-	-	-	-	-	-
		113.647	116.075	120.743	125.528	127.879	130.572
Fire Investigation	Revenue	0.002	-	-	-	-	-
	Operating expenses	0.906	0.958	0.910	0.941	0.957	0.975
	Transfer to Capital	-	-	-	-	-	-
		0.904	0.958	0.910	0.941	0.957	0.975
Specialty Rescue	Revenue	-	-	-	-	-	-
	Operating expenses	0.065	0.104	0.127	0.127	0.127	0.127
	Transfer to Capital	-	-	-	-	-	-
		0.065	0.104	0.127	0.127	0.127	0.127
Fire Paramedic Response	Revenue	0.001	0.008	0.004	0.004	0.004	0.004
	Operating expenses	9.458	9.828	10.260	10.581	10.712	10.886
	Transfer to Capital	-	-	-	-	-	-
		9.457	9.820	10.256	10.576	10.707	10.882
Mill Rate Support/(Contribution)		**124.073**	**126.956**	**132.035**	**137.172**	**139.670**	**142.556**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	5.773	27.571	33.344

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	2016	2017	2018
Fire Prevention By-Law/Fire Code Inspections	10,901	10,210	10,836
Operations Inspections [A]	2,157	1,297	1,116
Permits Issued	269	254	311
Property File Searches/Plans Examined	959	1,019	890
Fire Code/By-Law Violations Cited	14,050	12,408	11,304
Licenses Issued (New/Renewal/Fire Extinguisher Trainer)	623	611	657
Fire Safety House	205	205	152
Other Community Events	207	161	112
Fire Safety Lectures/Presentations	289	209	184
Medical/Injury Prevention Lectures/Presentations	100	174	186
Youth Fire Stop	46	13	53
Career Symposiums	13	7	14
Evacuation Fire Drills	119	100	80
Fire/Paramedic Station Tours	351	159	154
Community Fire Prevention Partnership	958	309	1648
Arson Prevention in Schools	79	35	45
Career Camps [B]			19
Community Education [B]			7

[A] In 2017, to support existing standards and practices, the frequency of fire inspections was updated from annually to once every 3 years.

[B] Data collection began in 2018.

Fire and Injury Prevention

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.613	1.108	1.147		1.147	1.147	1.147
Provincial funding (service specific)	0.050	0.050	0.050		0.050	0.050	0.050
Revenues	**0.664**	**1.158**	**1.197**	**1**	**1.197**	**1.197**	**1.197**
Salaries and benefits	4.954	5.463	5.264		5.483	5.592	5.698
Services	0.322	0.369	0.317		0.317	0.312	0.316
Materials, parts, and supplies	0.101	0.101	0.236		0.234	0.235	0.235
Assets and purchases	0.057	0.048	0.043		0.043	0.043	0.043
Debt and finance charges	0.002	-	-		-	-	-
Grants, transfers and other	0.372	0.361	0.303		0.305	0.305	0.306
Recoveries	(0.007)	(0.005)	(0.005)		(0.005)	(0.005)	(0.005)
Operating expenses	**5.800**	**6.338**	**6.158**		**6.377**	**6.482**	**6.592**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**5.800**	**6.338**	**6.158**	**2**	**6.377**	**6.482**	**6.592**
Mill Rate Support/(Contribution)	**5.136**	**5.180**	**4.961**		**5.180**	**5.285**	**5.395**
Full-time Equivalent Positions	**43**	**44**	**41**		**42**	**42**	**42**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in permit and inspection fees	0.036
Miscellaneous adjustments	0.003
	0.039

2 Expenses

Reallocation of Public Education for Emergency Medical Services to Medical Response service area	(0.287)
Increase in salaries and benefits, net of the reallocation above	0.088
Miscellaneous adjustments	0.019
	(0.180)

Full-time Equivalent Positions

Decrease of 3 FTEs to reflect allocation of Emergency Medical Services public education transferred to Medical Response from Fire and Injury Prevention.

Fire and Injury Prevention

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Fire & Injury Prev Education	Revenue	0.007	-	-	-	-	-
	Operating expenses	0.926	0.970	0.691	0.723	0.737	0.749
	Transfer to Capital	-	-	-	-	-	-
		0.920	0.970	0.691	0.723	0.737	0.749
Fire Inspection	Revenue	0.657	1.158	1.197	1.197	1.197	1.197
	Operating expenses	4.874	5.368	5.467	5.654	5.746	5.843
	Transfer to Capital	-	-	-	-	-	-
		4.216	4.210	4.270	4.457	4.548	4.646
Mill Rate Support/(Contribution)		**5.136**	**5.180**	**4.961**	**5.180**	**5.285**	**5.395**

Medical Response

Includes:

- *Community Paramedicine*
- *Emergency Ambulance*
- *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	2016	2017	2018
Emergency Medical Incidents-Total Ambulance Dispatched [A]	58,792	64,418	67,679
Emergency Medical Incidents-Ambulance Only Dispatched [A]	20,414	22,268	23,392
Emergency Medical Incidents-Ambulance&Fire Dispatched [A]	38,378	42,150	44,287
Scheduled Inter-facility Transfers-Total Dispatched [A]	7,316	6,414	6,104
Emergency Patient Transports	48,088	51,770	53,194
Patients Assessed or Treated at Scene (not transported) [B]	22,002	25,712	26,340
Total Patient Contacts (no Community Paramedicine) [B]	75,434	81,967	83,794
Patient Contacts per Thousand Population [B]	102.5	109.4	111.2
Main Street Project Patient Contacts	15,089	13,948	13,547
Community Paramedicine Patient Contacts (EPIC) [C]	1,357	1,416	1,598

[A] Updated breakdown and sequencing of 'Emergency Medical Incidents' and 'Scheduled Inter-facility Transfers' statistics to better correspond to related Volume 2 data. Please note the removal of all 'Fire only Dispatched' Statistics, which will now appear in the Fire and Rescue Response service area. 2016 and 2017 values restated.

[B] 2017 restated to correct a reporting error.

[C] EPIC = Emergency Paramedics in the Community program

Medical Response

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2018 Actual *	2019 Budget *	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	22.320	16.349	16.455		16.712	16.985	17.227
Provincial funding (service specific)	36.457	46.179	48.688		49.940	51.069	52.010
Revenues	**58.777**	**62.528**	**65.142**	**1**	**66.652**	**68.055**	**69.237**
Salaries and benefits	46.366	48.868	50.779		52.305	53.684	54.806
Services	6.719	6.245	6.599		6.587	6.596	6.649
Materials, parts and supplies	1.980	1.956	2.368		2.346	2.351	2.353
Assets and purchases	0.475	0.362	0.417		0.417	0.417	0.417
Debt and finance charges	5.843	2.925	3.124		3.671	4.142	4.392
Grants, transfers and other	1.309	3.106	2.987		2.458	1.994	1.750
Recoveries	(1.738)	(0.935)	(1.131)		(1.131)	(1.131)	(1.131)
Operating expenses	**60.954**	**62.528**	**65.143**		**66.652**	**68.054**	**69.237**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**60.954**	**62.528**	**65.143**	**2**	**66.652**	**68.054**	**69.237**
Mill Rate Support/(Contribution)	**2.177**	**-**	**-**		**-**	**-**	**-**
Full-time Equivalent Positions	**423**	**408**	**411**		**412**	**412**	**412**

*** Restated to align with 2020 Budget.**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in Shared Health grant	1.607
Increase in fee reduction grant	0.901
Increase in ambulance revenue	0.107
	2.615

2 Expenses

Increase in salaries and benefits	1.660
Increase in equipment	0.410
Reallocation of Public Education for Emergency Medical Services from Fire and Injury Prevention service area	0.287
Miscellaneous adjustments	0.258
	2.615

Full-time Equivalent Positions

Increase of 3 FTEs to reflect allocation of Emergency Medical Services public education transferred from Fire and Injury Prevention to Medical Response.

Medical Response

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Emergency Ambulance	Revenue	47.023	51.181	52.959	54.124	55.221	56.160
	Operating expenses	49.200	51.181	52.959	54.124	55.221	56.160
	Transfer to Capital	-	-	-	-	-	-
		2.177	-	-	-	-	-
Medical Transfers	Revenue	9.486	8.391	9.172	9.469	9.746	9.960
	Operating expenses	9.486	8.391	9.172	9.469	9.746	9.960
	Transfer to Capital	-	-	-	-	-	-
		-	-	-	-	-	-
Community Paramedicine	Revenue	2.268	2.956	3.012	3.059	3.088	3.116
	Operating expenses	2.268	2.956	3.012	3.059	3.088	3.116
	Transfer to Capital	-	-	-	-	-	-
		-	-	-	-	-	-
Mill Rate Support/(Contribution)		**2.177**	**-**	**-**	**-**	**-**	**-**

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	5.339	7.891	13.230

Emergency Management

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.

This service was formerly known as Disaster Preparedness and Response.

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	2016	2017	2018
OEM Presentations/Consultations Delivered	9	21	16
OEM Disaster Management Training Sessions Delivered	16	9	4
OEM Individuals Trained [A]	200	150	83
OEM Exercises (internal and with stakeholders)	12	6	5
OEM Notifications and Threat Assessments [B]	n/a	n/a	12
EOC / Multiple Department Activation	5	2	4
EOC Days Activated	5	14	4
PIO News Releases [C]	n/a	n/a	78
PIO Media Inquiries [C]	n/a	n/a	684

* OEM - The Office of Emergency Management
EOC - Emergency Operating Centre
PIO - Public Information Office for Winnipeg Fire Paramedic Service (WFPS)

[A] Comprised of both City staff and external organizations.

[B] Data collection began in 2018.

[C] In 2018, the Emergency Management Office added a Public Information Office Branch. WFPS news releases and media inquiry figures are provided by Customer Service & Communications.

Emergency Management

Contributing Departments

Fire Paramedic Service 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	-	-	-		-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**	**-**
Salaries and benefits	0.592	0.845	0.894		0.921	0.943	0.963
Services	0.091	0.046	0.047		0.047	0.047	0.047
Materials, parts, and supplies	0.010	0.004	0.020		0.020	0.020	0.020
Assets and purchases	0.019	0.018	0.018		0.018	0.018	0.018
Debt and finance charges	0.000	-	-		-	-	-
Grants, transfers and other	0.379	0.091	0.095		0.095	0.095	0.095
Recoveries	(0.001)	-	-		-	-	-
Operating expenses	**1.090**	**1.003**	**1.074**		**1.103**	**1.124**	**1.145**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**1.090**	**1.003**	**1.074**	**2**	**1.103**	**1.124**	**1.145**
Mill Rate Support/(Contribution)	**1.090**	**1.003**	**1.074**		**1.102**	**1.124**	**1.144**
Full-time Equivalent Positions	**5**	**8**	**8**		**8**	**8**	**8**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.049
Miscellaneous adjustments	0.022
	0.071

Recreation

Includes:

- *Arenas*
- *Aquatic Services*
- *Recreation Services*
- *Community Centres*

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.

Includes the administration of the Community Centre Renovation Grant Program to support repairs, upgrades, retrofits, safety improvements, and renovation projects at City of Winnipeg community centre facilities.

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 Indigenous 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	2016	2017	2018
% of Prime Time Ice Sold in the Regular Season	81%	82%	85%
Number of Paid Aquatics Courses [A]	8,320	8,333	7,788
Number of Recreation and Leisure Paid Courses [B]	3,303	3,431	3,538
Number of Hours of Recreation & Leisure Paid Courses [B]	33,322	34,681	36,845
Number of Registered Course Subsidies Issued [C]	1,041	2,365	3,065
Number of Facility Pass Subsidies Issued [C]	2,416	4,288	5,161
Number of Public Swim Visits to Outdoor Pools	128,087	155,967	151,073
Participation Visits to Recreation, Leisure & Free Swim Programming [D]	261,925	257,028	239,121
Number of Hours of Wading Pool Free Programming	22,422	21,331	22,483
Number of Hours of Spray Pad Free Programming [E]	18,446	21,186	23,947
Number of Recreation Grants Administered [F]	7	7	7
Value of Recreation Grants Administered [F]	$2,027,682	$2,130,014	$2,157,374

[A] In 2018, there were renovation shutdowns at Pan Am Pool and Seven Oaks Pool. Seven Oaks Pool was closed for all of 2018.

[B] Excludes Aquatics and Leadership Development.

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

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

[E] Three new spray pads opened in 2018: Freight House (June 2018), Old Ex (July 2018) and Valley Gardens (August 2018).

[F] Excludes Community Centre Renovation Grant Program (adopted budget of $965,000 in 2018) and all Community Centre Universal Funding Formula Grants (total of $5,680,595 in 2018 distributed to 63 community centres).

Recreation

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	12.911	13.362	13.108		12.390	12.390	12.390
Provincial funding (service specific)	0.500	0.700	0.700		0.700	0.700	0.700
Revenues	**13.411**	**14.062**	**13.808**	**1**	**13.090**	**13.090**	**13.090**
Salaries and benefits	20.742	21.672	22.648		22.309	22.846	23.302
Services	2.907	3.214	2.905		2.341	2.346	2.343
Materials, parts, and supplies	0.447	0.502	0.489		0.467	0.468	0.470
Assets and purchases	0.108	0.059	0.049		0.049	0.047	0.049
Debt and finance charges	0.501	0.658	0.772		1.024	1.704	2.091
Grants, transfers and other	28.774	30.254	30.955		31.497	32.163	32.768
Recoveries	(0.829)	(0.570)	(0.591)		(0.603)	(0.617)	(0.631)
Operating expenses	**52.650**	**55.789**	**57.227**		**57.084**	**58.958**	**60.394**
Transfer to Capital	0.609	2.070	-		-	-	-
Total Expenses	**53.259**	**57.859**	**57.227**	**2**	**57.084**	**58.958**	**60.394**
Mill Rate Support/(Contribution)	**39.848**	**43.796**	**43.419**		**43.994**	**45.869**	**47.304**
Full-time Equivalent Positions	**361**	**374**	**378**		**367**	**367**	**367**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease in arena revenue due to the closure of Terry Sawchuk Arena	(0.184)
Miscellaneous adjustments	(0.070)
	(0.254)

2 Expenses

Increase in salaries and benefits	0.976
Increase in building services charges	0.720
Increase in Universal Funding Formula grants to community centres	0.143
Increase in debt and finance charges	0.114
Transfer to Capital	(2.070)
Reclassification of community grants to the Community Liveability service	(0.365)
Reduction in grants provided to General Council of Winnipeg Community Centres (GCWCC)	(0.100)
Miscellaneous adjustments	(0.050)
	(0.632)

Full-time Equivalent Positions

Increase of 4 FTEs due to internal FTE allocations.

Recreation

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Aquatic Services	Revenue	6.530	7.363	6.973	6.973	6.973	6.973
	Operating expenses	27.481	28.685	30.233	30.785	31.458	32.048
	Transfer to Capital	0.152	1.030	-	-	-	-
		21.104	22.352	23.260	23.812	24.485	25.075
Recreation Services	Revenue	3.923	3.621	3.900	3.181	3.181	3.181
	Operating expenses	11.180	11.969	11.538	10.599	11.276	11.711
	Transfer to Capital	0.457	1.026	-	-	-	-
		7.713	9.375	7.638	7.418	8.095	8.530
Arenas	Revenue	2.725	2.657	2.514	2.514	2.514	2.514
	Operating expenses	4.314	4.865	4.843	4.853	4.980	5.089
	Transfer to Capital	-	0.012	-	-	-	-
		1.589	2.219	2.329	2.340	2.467	2.575
Community Centres	Revenue	0.233	0.422	0.422	0.422	0.422	0.422
	Operating expenses	9.675	10.270	10.613	10.846	11.244	11.546
	Transfer to Capital	-	0.002	-	-	-	-
		9.442	9.850	10.191	10.424	10.822	11.124
Mill Rate Support/(Contribution)		**39.848**	**43.796**	**43.419**	**43.994**	**45.869**	**47.304**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	8.485	18.179	26.664

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	2016	2017	2018
Total hectares of parks and open spaces [A]	3,587	3,610	3,615
Hectares of park, boulevard and athletic field turf mowing [A]	2,338	2,325	2,275
Park pathways/walkways maintained (linear km) [A]	266	280	284
Number of environmental program participants	4,522	5,427	5,020
Number of ecologically significant natural areas	467	476	479
Number of athletic fields in Parks and Open Spaces [A]	661	665	667
Number of boulevard and park trees [B]	304,278	304,530	302,986
Number of trees planted [B]	2,757	2,448	2,586
Number of DED trees and non-DED trees removed [B]	6,123/3,296	6,575/2,093	9,031/2,894
Number of trees pruned [B]	13,723	11,154	12,395
Number of playground equipment sites inspected and maintained [A]	505	499	501
Number of 311 Service Requests [C]	14,964	14,650	15,778
Number of Park Projects (New / Completed)	21 / 29	12 / 36	60 / 50

[A] Source: 2016, 2017 and 2018 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 96 %
Planning, Prop. & Devl. 4 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.740	1.194	0.687		0.699	0.711	0.724
Provincial funding (service specific)	1.002	1.005	1.005		1.005	1.005	1.005
Revenue	**1.742**	**2.199**	**1.692**	**1**	**1.704**	**1.716**	**1.729**
Salaries and benefits	21.660	20.957	21.633		21.952	22.333	22.755
Services	11.044	11.207	10.528		10.278	10.327	10.369
Materials, parts, and supplies	3.211	3.090	2.950		2.983	3.008	3.013
Assets and purchases	0.200	0.034	0.034		0.034	0.034	0.034
Debt and finance charges	0.089	0.071	0.462		0.573	0.579	0.579
Grants, transfers and other	3.810	3.708	3.501		3.503	3.536	3.556
Recoveries	(3.425)	(2.267)	(2.277)		(2.317)	(2.281)	(2.288)
Operating expenses	**36.590**	**36.799**	**36.831**		**37.008**	**37.536**	**38.017**
Transfer to Capital	2.915	0.741	3.114		2.270	1.611	0.882
Total Expenses	**39.506**	**37.540**	**39.945**	**2**	**39.277**	**39.147**	**38.899**
Mill Rate Support/(Contribution)	**37.763**	**35.341**	**38.253**		**37.574**	**37.431**	**37.170**
Full-time Equivalent Positions	**338**	**308**	**311**		**311**	**310**	**310**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease due to one-time transfer from Multi-family Dwelling Tax Investment Reserve in 2019	(0.510)
Miscellaneous adjustments	0.003
	(0.507)

2 Expenses

Transfer to Capital	2.373
Increase in salaries and benefits	0.676
Increase in debt and finance charges	0.391
Decrease in fleet and fuel accounts	(0.819)
Decrease in community partnership contributions	(0.242)
Miscellaneous adjustments	0.026
	2.405

Full-time Equivalent Positions

Net increase of 2 FTEs to support athletic field bookings, and an increase of 1 FTE due to refinement of service based view.

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Park Grass Maintenance	Revenue	0.016	0.021	0.021	0.021	0.021	0.021
	Operating expenses	7.993	8.120	7.966	7.959	8.064	8.176
	Transfer to Capital	-	-	-	-	-	-
		7.977	8.099	7.945	7.938	8.043	8.155
Park Amenity Maintenance	Revenue	0.296	0.042	0.042	0.042	0.043	0.043
	Operating expenses	4.289	3.965	3.995	4.044	4.104	4.158
	Transfer to Capital	1.024	0.085	0.732	1.837	1.500	0.181
		5.018	4.008	4.685	5.839	5.562	4.296
Athletic Field Maintenance	Revenue	0.287	0.424	0.424	0.434	0.444	0.454
	Operating expenses	2.678	3.117	2.860	2.860	2.896	2.931
	Transfer to Capital	0.072	-	-	-	-	-
		2.464	2.693	2.435	2.426	2.452	2.477
Park Pathway Maintenance	Revenue	0.001	0.001	0.001	0.001	0.001	0.001
	Operating expenses	0.252	0.294	0.291	0.292	0.296	0.301
	Transfer to Capital	0.055	-	-	-	-	-
		0.306	0.292	0.289	0.290	0.295	0.299
Park Planning/ Development	Revenue	0.014	0.531	0.021	0.021	0.021	0.022
	Operating expenses	2.860	2.647	2.843	2.832	2.838	2.884
	Transfer to Capital	0.242	0.273	0.641	0.050	0.111	0.078
		3.087	2.389	3.463	2.860	2.928	2.940
Tree Planting	Revenue	0.003	0.002	0.002	0.002	0.002	0.002
	Operating expenses	1.770	1.722	1.765	1.774	1.803	1.813
	Transfer to Capital	0.277	0.383	0.050	0.383	-	0.083
		2.044	2.103	1.813	2.155	1.801	1.894
Tree Pruning & Removal	Revenue	0.015	0.015	0.015	0.015	0.015	0.015
	Operating expenses	4.945	4.587	4.599	4.615	4.690	4.721
	Transfer to Capital	0.235	-	0.190	-	-	0.080
		5.164	4.572	4.774	4.600	4.675	4.786
Dutch Elm Disease Control	Revenue	1.009	1.011	1.011	1.011	1.011	1.011
	Operating expenses	4.790	5.526	5.693	5.783	5.900	5.993
	Transfer to Capital	0.235	-	0.769	-	-	0.320
		4.017	4.515	5.451	4.772	4.889	5.302
Weed Control	Revenue	0.067	0.094	0.096	0.098	0.100	0.103
	Operating expenses	0.853	0.954	0.965	0.969	0.986	1.007
	Transfer to Capital	-	-	-	-	-	-
		0.786	0.860	0.869	0.871	0.886	0.905

Parks and Urban Forestry

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Natural Areas Management	Revenue	0.022	0.042	0.042	0.042	0.042	0.042
	Operating expenses	0.914	0.956	0.965	0.979	0.999	1.015
	Transfer to Capital	-	-	-	-	-	-
		0.892	0.914	0.923	0.938	0.957	0.974
Playground Management	Revenue	0.003	0.004	0.004	0.004	0.004	0.004
	Operating expenses	0.681	0.806	0.881	0.901	0.914	0.923
	Transfer to Capital	0.775	-	0.732	-	-	0.141
		1.454	0.803	1.610	0.898	0.911	1.061
Winter Amenity Maintenance	Revenue	0.004	0.005	0.005	0.005	0.005	0.005
	Operating expenses	1.184	1.308	1.299	1.301	1.318	1.336
	Transfer to Capital	-	-	-	-	-	-
		1.180	1.303	1.295	1.296	1.313	1.331
Boulevard Maintenance	Revenue	0.006	0.008	0.008	0.008	0.008	0.008
	Operating expenses	3.382	2.796	2.710	2.699	2.727	2.759
	Transfer to Capital	-	-	-	-	-	-
		3.376	2.788	2.702	2.691	2.719	2.751
Mill Rate Support/(Contribution)		**37.763**	**35.341**	**38.253**	**37.574**	**37.431**	**37.170**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Land Dedication Reserve	8.763	8.094	8.242	8.390	8.540	8.692

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	9.095	39.524	48.619

Community Liveability

Includes:

- *Community By-law Enforcement*
- *Vacant Building Enforcement*
- *Community Development*
- *Community Crisis Response*
- *Community Grants*
- *Bicycle Recovery*

Description

Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community including:
- Community By-law Enforcement Services - promoting neighbourhood liveability by regulating housing and property standards on all properties, with a specialized focus on vacant buildings.
- Business Licensing (Doing Business in Winnipeg By-law).
- Community Development - working collaboratively with stakeholders to improve the capacity, safety and well-being of the community.
- Crisis response coordination - connecting citizens to available services as required in relation to mandated city services.
- Critical support services for citizens during local emergencies (24 hours a day, seven days a week).
- Administration of grants to community organizations in support of safe and healthy neighbourhoods, including the Community Incentive Grant Program.
- 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 a coordinated, integrated, and seamless service response to address community needs and priorities that contribute to building healthy communities.
4. To continue to deliver an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

Service Level Statistics

Description	2016	2017	2018
No. of Service Requests	13,963	12,703	14,478
No. of Service Requests per By-Law Officer	616	652	712
No. of Property Standards Inspections/Officer & By-Law Support Worker Visits [A]	30,769	24,715	26,469
No. of Vacant Buildings as at January 1	467	536	536
No. of Vacant Buildings Added to List During the Year	301	235	199
No. of Vacant Buildings Removed from List During the Year	232	235	265
No. of Vacant Buildings as at December 31	536	536	470
No. of Compliance Orders Issued [A]	6,081	4,955	6,848
No. of Offence Notices Served (Tickets) [B]	284	290	1,950
No. of Property Clean-Ups Conducted by the Public Service	386	540	587
No. of Business Types Regulated	15	15	15
No. of Business Licenses Issued	893	918	894
No. of Crisis Response/Resource Connection/Information Referrals Responded to	401	246	297
No. of Emergencies Responded/No. of Individuals Impacted	10 / 401	14 / 538	14 / 170
No. of Community Grants Administered [C]	17	20	18
Value of Community Grants Administered [C]	$1,076,939	$1,622,037	$1,577,039
No. of New Bike Registrations [D]	322	510	2,451

[A] In 2017, the Seasonal Support Unit operated for a shorter period of time and with a smaller complement of inspectors.

[B] Increase in 2018 reflects the first full year of operating under the Municipal By-law Enforcement Act.

[C] Excludes Community Incentive Grant Program (CIGP). The adopted budget for CIGP in 2018 was $1,732,000.

[D] The new online bike registry launched in April 2018.

Community Liveability

Contributing Departments

Community Services	93 %
Planning, Property, & Development	6 %
Corporate Accounts	1 %

Operating Budget (in millions of $)	2018 Actual *	2019 Budget *	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	1.286	1.155	1.228		1.221	1.223	1.224
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**1.286**	**1.155**	**1.228**	**1**	**1.221**	**1.223**	**1.224**
Salaries and benefits	4.313	4.524	4.690		4.811	4.930	4.972
Services	0.918	0.813	0.923		0.897	0.898	0.894
Materials, parts, and supplies	0.069	0.084	0.073		0.073	0.073	0.073
Assets and purchases	0.042	0.022	0.025		0.018	0.017	0.018
Debt and finance charges	0.534	0.616	0.346		0.477	0.771	0.919
Grants, transfers and other	2.392	1.682	2.153		2.159	2.166	2.165
Recoveries	(0.664)	(0.374)	(0.493)		(0.503)	(0.496)	(0.417)
Operating expenses	**7.603**	**7.366**	**7.717**		**7.933**	**8.359**	**8.622**
Transfer to Capital	1.732	1.856	1.145		0.012	0.026	0.018
Total Expenses	**9.335**	**9.222**	**8.863**	**2**	**7.945**	**8.385**	**8.640**
Mill Rate Support/(Contribution)	**8.049**	**8.067**	**7.635**		**6.724**	**7.162**	**7.416**
Full-time Equivalent Positions	**55**	**56**	**56**		**56**	**56**	**55**

*** Restated to align with 2020 Budget.**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Miscellaneous adjustments	0.073
	0.073

2 Expenses

Reclassification of community grants from the Recreation Service	0.365
Establish new funding for 24/7 Safe Spaces granting program	0.250
Increase in salaries and benefits	0.166
Transfer to Capital	(0.711)
Decrease in debt and finance charges	(0.270)
Decrease in grants to community organizations net of reclassification of community grants from the Recreation Service above	(0.095)
Miscellaneous adjustments	(0.064)
	(0.359)

Community Liveability

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Vacant Building Enforcement	Revenue	0.328	0.315	0.335	0.335	0.335	0.335
	Operating expenses	0.691	0.835	0.780	0.797	0.817	0.832
	Transfer to Capital	-	-	-	-	-	-
		0.362	0.520	0.445	0.462	0.482	0.497
Community By-law Enforcement	Revenue	0.845	0.638	0.800	0.794	0.795	0.796
	Operating expenses	2.766	3.049	3.200	3.254	3.340	3.407
	Transfer to Capital	-	-	-	-	-	-
		1.921	2.411	2.400	2.460	2.545	2.610
Bicycle Recovery	Revenue	0.109	0.082	0.092	0.092	0.092	0.092
	Operating expenses	0.188	0.210	0.237	0.240	0.244	0.244
	Transfer to Capital	-	-	-	-	-	-
		0.079	0.128	0.145	0.147	0.151	0.152
Community Crisis Response	Revenue	-	-	-	-	-	-
	Operating expenses	0.195	0.222	0.230	0.236	0.245	0.252
	Transfer to Capital	-	-	-	-	-	-
		0.195	0.222	0.230	0.236	0.245	0.252
Community Grants	Revenue	-	-	-	-	-	-
	Operating expenses	0.750	0.763	1.548	1.549	1.552	1.555
	Transfer to Capital	-	-	-	-	-	-
		0.750	0.763	1.548	1.549	1.552	1.555
Community Development	Revenue	0.003	0.120	-	-	-	-
	Operating expenses	3.014	2.287	1.723	1.858	2.162	2.332
	Transfer to Capital	1.732	1.856	1.145	0.012	0.026	0.018
		4.742	4.022	2.868	1.870	2.188	2.350
Mill Rate Support/(Contribution)		**8.049**	**8.067**	**7.635**	**6.724**	**7.162**	**7.416**

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 services include programming, technology, facilities and collections.

Key Goals

1. Provide excellent customer service.
2. Ensure all library branches are safe, welcoming and accessible destinations.
3. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
4. Invest in more programs and services that advance digital literacy.
5. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
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	2016	2017	2018
Number of Items Circulated	5,121,266	4,888,125	4,879,201
Number of Information Questions Answered [A]	176,058	163,957	231,896
Number of Library Material Holdings	1,221,832	1,262,438	1,290,385
Number of Programs (All ages)	4,266	3,808	3,603
Number of Programs (Children/Youth)	2,685	2,770	3,109
Number of Attendees at Programs (All ages)	106,221	100,650	95,272
Number of Attendees at Programs (Children/Youth)	75,599	77,184	83,936
Number of Computer Bookings [B]	438,244	368,544	313,010
Number of Visits to Library Website [C]	14,422,306	11,628,048	11,596,929
Number of Annual In-person Visits	2,990,003	2,969,413	2,832,351

NOTE: The temporary closure of four library branches for refurbishment in 2018 (126 weeks in total) resulted in decreases for many of the service level statistics.

[A] Because of the increase in branch single service desks, the number includes some circulation statistics.

[B] Library supplied computer use is decreasing because customers have access to library wifi for their own devices.

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

Libraries

Contributing Departments

Community Services 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.810	0.918	0.918		0.918	0.918	0.918
Provincial funding (service specific)	2.066	2.054	2.054		2.054	2.054	2.054
Revenues	**2.876**	**2.972**	**2.972**	**1**	**2.972**	**2.972**	**2.972**
Salaries and benefits	16.191	17.419	17.685		17.575	18.004	18.380
Services	1.064	1.165	1.169		1.126	1.128	1.126
Materials, parts, and supplies	0.275	0.300	0.296		0.296	0.296	0.301
Assets and purchases	3.228	3.157	3.173		3.173	3.171	3.173
Debt and finance charges	1.294	1.162	1.086		1.258	1.269	1.290
Grants, transfers and other	8.909	8.754	8.627		8.697	8.735	8.782
Recoveries	(0.080)	(0.160)	(0.203)		(0.209)	(0.213)	(0.222)
Operating expenses	**30.881**	**31.795**	**31.834**		**31.917**	**32.392**	**32.829**
Transfer to Capital	-	0.530	-		-	-	0.317
Total Expenses	**30.881**	**32.325**	**31.834**	**2**	**31.917**	**32.392**	**33.146**
Mill Rate Support/(Contribution)	**28.005**	**29.353**	**28.863**		**28.945**	**29.420**	**30.174**
Full-time Equivalent Positions	**260**	**277**	**273**		**265**	**265**	**265**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits, net of a decrease due to service changes effective September 2020: closing all libraries on weekday evenings at 8:00pm and closing all libraries on Sundays	0.266
Transfer to Capital	(0.530)
Decrease in facility costs	(0.164)
Decrease in debt and finance charges	(0.076)
Decrease in grant to Winnipeg Public Library Board	(0.008)
Miscellaneous adjustments	0.021
	(0.491)

Full-time Equivalent Positions

Decrease of 4 FTEs primarily due to a reduction of operating hours effective September 2020 and changes to internal FTE allocations.

Libraries

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Library Circulation	Revenue	1.748	1.783	1.782	1.782	1.782	1.782
	Operating expenses	17.808	18.723	19.081	19.134	19.400	19.644
	Transfer to Capital	-	0.180	-	-	-	0.108
		16.061	17.120	17.299	17.352	17.618	17.969
Library Information	Revenue	0.700	0.743	0.743	0.743	0.743	0.743
	Operating expenses	8.565	8.655	8.403	8.429	8.571	8.701
	Transfer to Capital	-	0.175	-	-	-	0.105
		7.865	8.087	7.660	7.686	7.828	8.062
Children's Library	Revenue	0.428	0.446	0.446	0.446	0.446	0.446
	Operating expenses	4.508	4.418	4.350	4.353	4.421	4.484
	Transfer to Capital	-	0.175	-	-	-	0.105
		4.079	4.147	3.903	3.907	3.975	4.143
Mill Rate Support/(Contribution)		**28.005**	**29.353**	**28.863**	**28.945**	**29.420**	**30.174**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	0.661	1.925	2.586

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	2016	2017	2018
Film, Culture, and Special Events			
Visitors Attending Festivals [A]	1,224,587	1,231,336	1,219,432
Visitors Attending Cultural Events [A]	2,903,788	2,956,557	2,920,842
Manitoba Value in Film Industry [B]	$127 million	$139 million	$269 million
Special Events Held in Winnipeg [C]	357	393	509
Number of Full Length Feature Films Filmed in Winnipeg	50	67	75

[A} Source: Winnipeg Arts Council

[B] Source: Manitoba Film & Sound

[C] Variance is due to a change in tracking methodology

Arts, Entertainment and Culture

Contributing Departments

Community Services	70 %
City Clerks	25 %
Museums	3 %
CAO Office	2 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	-	-	-		-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**-**	**-**	**-**	**1**	**-**	**-**	**-**
Salaries and benefits	0.547	0.477	0.477		0.488	0.502	0.514
Services	0.038	0.037	0.033		0.030	0.030	0.030
Materials, parts and supplies	0.006	0.005	0.005		0.005	0.005	0.005
Assets and purchases	0.002	-	-		-	-	-
Debt and finance charges	2.264	3.118	2.822		3.144	3.233	3.250
Grants, transfers and other	18.558	18.335	18.029		17.280	17.649	17.646
Recoveries	(0.016)	(0.001)	(0.001)		(0.001)	(0.001)	(0.001)
Operating expenses	**21.399**	**21.971**	**21.365**		**20.946**	**21.417**	**21.443**
Transfer to Capital	-	-	2.600		-	-	1.638
Total Expenses	**21.399**	**21.971**	**23.965**	**2**	**20.946**	**21.417**	**23.081**
Mill Rate Support/(Contribution)	**21.399**	**21.971**	**23.965**		**20.946**	**21.417**	**23.081**
Full-time Equivalent Positions	**8**	**6**	**6**		**6**	**6**	**6**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

n/a

2 Expenses

Transfer to Capital	2.600
Increase in operating grant for Assiniboine Park Conservancy (2019 - $11,078,000; 2020 - $11,327,000)	0.249
Decrease in Arts, Entertainment, and Culture grants	(0.555)
Decrease in debt and finance charges	(0.296)
Miscellaneous adjustments	(0.004)
	1.994

Arts, Entertainment and Culture

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Arts, Ent & Culture Grants	Revenue	-	-	-	-	-	-
	Operating expenses	6.775	6.565	6.011	5.011	5.011	5.011
	Transfer to Capital	-	-	-	-	-	-
		6.775	6.565	6.011	5.011	5.011	5.011
Arts, Ent & Culture Events	Revenue	-	-	-	-	-	-
	Operating expenses	0.433	0.421	0.415	0.421	0.431	0.440
	Transfer to Capital	-	-	-	-	-	-
		0.433	0.421	0.415	0.421	0.431	0.440
Museums	Revenue	-	-	-	-	-	-
	Operating expenses	1.031	0.765	0.765	0.765	0.765	0.765
	Transfer to Capital	-	-	-	-	-	-
		1.031	0.765	0.765	0.765	0.765	0.765
Assiniboine Park Conservancy	Revenue	-	-	-	-	-	-
	Operating expenses	13.160	14.220	14.174	14.749	15.210	15.228
	Transfer to Capital	-	-	2.600	-	-	1.638
		13.160	14.220	16.774	14.749	15.210	16.866
Mill Rate Support/(Contribution)		**21.399**	**21.971**	**23.965**	**20.946**	**21.417**	**23.081**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	4.800	10.000	14.800

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	2016	2017	2018
No. of hectares larvicided with biorational insecticides [A] [B]	29,263	11,464	17,398
No. of hectares larvicided by aircraft	20,692	7,950	10,020
No. of hectares larvicided by ground-based operations	8,571	3,514	7,378
No. of hours committed to larval mosquito surveillance	30,297	27,026	24,796
No. of hectares fogged for adult nuisance mosquito control [B]	46,160	0	0
No. of trap nights for adult mosquito surveillance [C]	5,513	5,661	5,587
No. of boulevard and parkland trees treated for defoliator insects	32,398	44,585	26,073
No. of parkland trees treated for the control of Elm Bark beetle	89,168	82,325	20,197
No. of stumps treated for the control of Elm Bark beetle	15,681	5,277	1,871
No. of 311 inquiries [B]	6,221	2,751	1,228
No. of website visits [B]	338,853	158,333	62,740

[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 and 2018.

[C] 2016 value has been restated.

Insect Control

Contributing Departments

Public Works 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	1.977	2.007	2.107		0.107	0.107	0.107
Provincial funding (service specific)	2.376	2.300	2.200		2.200	2.200	2.200
Revenues	**4.354**	**4.307**	**4.307**	**1**	**2.307**	**2.307**	**2.307**
Salaries and benefits	4.182	4.400	4.483		4.544	4.642	4.730
Services	1.746	3.251	3.179		3.139	3.127	3.150
Materials, parts, and supplies	2.331	2.690	2.663		2.669	2.673	2.673
Assets and purchases	0.107	0.131	0.131		0.131	0.131	0.131
Debt and finance charges	-	-	-		-	-	-
Grants, transfers and other	2.099	0.119	0.119		0.119	0.119	0.119
Recoveries	(0.843)	(0.144)	(0.144)		(0.144)	(0.144)	(0.144)
Operating expenses	**9.622**	**10.446**	**10.431**		**10.458**	**10.547**	**10.659**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**9.622**	**10.446**	**10.431**	**2**	**10.458**	**10.547**	**10.659**
Mill Rate Support/(Contribution)	**5.268**	**6.140**	**6.125**		**8.151**	**8.241**	**8.352**
Full-time Equivalent Positions	**65**	**67**	**67**		**67**	**67**	**67**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

n/a

2 Expenses

Increase in salaries and benefits	0.083
Decrease in fleet equipment and fleet-related accounts	(0.099)
Miscellaneous adjustments	0.001
	(0.015)

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Insect Control Reserve	3.000	3.000	1.021	1.032	1.042	1.053

Return to Table of Contents

Innovation, Transformation and Technology

Includes:

- *Innovation*
- *Information Technology*
- *Enterprise Architecture*
- *Enterprise Transformation*

Description

The Innovation, Transformation and Technology service includes enabling innovation across the city, finding new ways to deliver services to improve effectiveness and efficiency and maximize value to the citizen.

Providing change management support to the organization as it adopts a culture of innovation and implements the required processes to identify, evaluate and implement high value innovation opportunities that support our most important business outcomes.

Implementation of enterprise architecture practices to identify and document business services, inter-relationships with other services and supporting capabilities to facilitate effective business planning across the city. Strategic planning leadership and support for all business services to ensure optimal decision making to encourage and foster growth within the city.

Providing technology leadership to all city services and advise on solutions that support their evolving needs of today and the future.

Key Goals

1. Establish a culture of innovation across the city, empowering all employees to make meaningful improvements to service delivery.
2. Deliver upon a wide range of innovation projects that deliver high levels of Return on Investment and Return on Value with significant organizational and citizen impact.
3. Apply innovation engineering methodology to address business challenges in new ways and expand effective approaches everywhere they can be applied for benefit.
4. Utilization of performance measures to ensure all activities are effective, efficient and providing high value to the outcomes that are most important to the city.
5. Enable collaboration across service areas, balancing focus on departmental and corporate goals to achieve optimal results.
6. Provision of highly reliable, flexible and cost effective technology services that are aligned with business needs.

Service Level Statistics

Description	2016	2017	2018
Number of Website Visits	22.7 million	23.3 million	20.1 million
Percentage of Service Level Agreements Achieved	97%	98%	97%
Number of Open Data Datasets	n/a	114	126
Number of Managed Workstations	5,943	6,625	6,877
Number of Email Accounts	7,677	8,261	8,624
Number of Technology Service tickets addressed	29,596	30,023	31,854
Percentage of scheduled computer network available during business hours	99.945%	99.960%	99.800%
Number of pieces of mail processed	3.1 million	3.3 million	3.2 million
Number of Innovation ideas received [A] [B]	28	17	52
Number of Innovation projects initiated [A] [B]	11	9	19
Number of staff trained in Innovation Engineering [C]	0	0	20

[A] In 2016 and 2017 the number is related to the Innovation Capital Fund (City Clerks).

[B] In 2018 the number is a combined Innovation Capital Fund (City Clerks) and Innovation Strategy Program (Innovation, Transformation and Technology).

[C] Innovation Engineering training is a new activity that began in 2018.

Note: This service was formerly reported in Organizational Support Service.

Innovation, Transformation and Technology

Contributing Departments

Innovation, Transformation and Technology 100 %

Operating Budget (in millions of $)	2018 Actual *	2019 Budget *	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.146	0.146	-		-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.146**	**0.146**	**-**	**1**	**-**	**-**	**-**
Salaries and benefits	14.673	16.719	17.756		18.145	18.556	18.938
Services	2.583	2.745	2.837		3.012	3.200	3.383
Materials, parts, and supplies	3.354	4.313	3.737		3.968	3.934	4.012
Assets and purchases	0.648	0.534	0.448		0.503	0.513	0.519
Debt and finance charges	1.582	2.974	3.989		5.095	5.382	5.471
Grants, transfers and other	1.766	2.039	2.242		2.013	2.095	2.179
Recoveries	(4.609)	(4.211)	(4.571)		(5.872)	(7.226)	(8.582)
Operating expenses	**19.998**	**25.113**	**26.439**		**26.863**	**26.454**	**25.921**
Transfer to Capital	-	-	1.660		1.190	1.358	1.346
Total Expenses	**19.998**	**25.113**	**28.099**	**2**	**28.053**	**27.812**	**27.267**
Mill Rate Support/(Contribution)	**19.852**	**24.967**	**28.099**		**28.053**	**27.812**	**27.267**
Full-time Equivalent Positions	**152**	**162**	**166**		**167**	**167**	**167**

*** Restated to align with 2020 Budget.**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Reclassification of revenue to inter-fund transfer	(0.146)
	(0.146)

2 Expenses

Transfer to Capital	1.660
Increase in salaries and benefits	1.037
Increase in debt and finance charges	1.015
Increase in transfer to Computer, Critical Systems and Support Systems Reserve	0.089
Reclassification of revenue to inter-fund transfer	(0.146)
Increase in recoveries relating to efficiencies with the Innovation Strategy Program	(0.250)
Decrease in software	(0.622)
Miscellaneous adjustments	0.203
	2.986

Full-time Equivalent Positions

Increase of 4 FTEs due to addition of 6 FTEs in the Innovation, Transformation & Technology department due to capital projects approved in prior years and transfer of 2 FTEs from the Innovation, Transformation & Technology department to the City Clerks department.

Innovation, Transformation and Technology

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Innovation	Revenue	-	-	-	-	-	-
	Operating expenses	0.501	2.066	2.206	0.929	(0.304)	(1.496)
	Transfer to Capital	-	-	-	-	-	-
		0.501	2.066	2.206	0.929	(0.304)	(1.496)
Information Technology	Revenue	0.146	0.146	-	-	-	-
	Operating expenses	17.293	19.698	19.850	20.441	20.972	21.535
	Transfer to Capital	-	-	-	-	-	-
		17.147	19.552	19.850	20.441	20.972	21.535
Enterprise Transformation	Revenue	-	-	-	-	-	-
	Operating expenses	2.204	3.349	4.383	5.493	5.787	5.882
	Transfer to Capital	-	-	1.660	1.190	1.358	1.346
		2.204	3.349	6.043	6.683	7.145	7.228
Mill Rate Support/(Contribution)		**19.852**	**24.967**	**28.099**	**28.053**	**27.812**	**27.267**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Comp, Critical Sys & Sup Res	1.589	1.293	2.122	2.732	1.286	2.027

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	6.776	17.951	24.727

Economic Development

Description

To encourage economic growth and prosperity in Winnipeg through delivery of Council approved programs, partnership with senior levels of government, and support to partner agencies and businesses as well as to coordinate resources across City departments to respond to high priority projects of strategic economic importance to the City.

Service activities include:
- Partner with the Province of Manitoba in creation of business development programs and initiatives.
- Support partner agencies including Economic Development Winnipeg and Yes! Winnipeg in business attraction, expansion and retention.
- Support CentreVenture Development Corporation in strategic development initiatives, programs and development projects in the downtown.
- Coordinate interdepartmental responses to confidential and high profile strategic economic incentive requests to attract new business.
- Report and make recommendations to Council regarding economic development initiatives and tax increment financing programs to support local business and economic growth and prosperity of Winnipeg.
- Administer Council approved tax increment financing (TIF) programs.
- Manage strategic economic development projects.

Key Goals

1. Build a strong economic climate for Winnipeg.
2. Facilitate strategic economic development incentives that demonstrate a return on investment to Winnipeg.
3. Identify opportunities to respond to critical success factors for industries wanting to do business in Winnipeg through existing City services, incentives and discount programs.
4. Capitalize on opportunities to establish intergovernmental and public/private partnerships.
5. Identify and recommend, policies, processes and resources required to support Manitoba's economic development strategy and new tax increment financing (TIF) framework.

Service Level Statistics

Description	2016	2017	2018
Residential Building Permit Applications	6,138	6,649	6,493
Residential Building Permit Application Value (in millions)	$575	$643	$563
Commercial Building Permits Issued	3,960	3,657	3,398
Commercial Building Permit Value (in millions)	$1,203	$1,208	$882
Total Building Permit Value (in millions)	$1,778	$1,851	$1,445
Number of Downtown Development Applications (Construct New, Construct Addition, Alter Exterior)	28	20	19
Construction Value of Downtown Projects Above (in millions)	$188	$146	$50
Number of Major City-Wide Development Projects (>$2 million)	106	88	81
Construction Value of Major City-Wide Projects (in millions) (>$2 million)	$835	$896	$554
Number of Business Improvement Zones / Businesses in Improvement Zones	16 / 4,748	16 / 4,708	16 / 4,679

Economic Development

Contributing Departments

Planning, Prop. & Devl.	53 %
City Clerks	29 %
Mayor's Office	18 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.001	1.806	-		-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**0.001**	**1.806**	**-**	**1**	**-**	**-**	**-**
Salaries and benefits	0.416	0.571	0.362		0.368	0.375	0.382
Services	0.320	0.455	0.495		0.495	0.495	0.495
Materials, parts and supplies	0.026	0.025	0.025		0.025	0.025	0.025
Assets and purchases	0.006	0.001	0.001		0.001	0.001	0.001
Debt and finance charges	0.154	0.153	0.021		0.022	0.022	0.022
Grants, transfers and other	0.363	0.324	0.317		0.314	0.307	0.300
Recoveries	(0.123)	(0.036)	(0.036)		(0.037)	(0.038)	(0.038)
Operating expenses	**1.161**	**1.492**	**1.182**		**1.187**	**1.186**	**1.186**
Transfer to Capital	-	0.001	0.001		0.001	-	-
Total Expenses	**1.161**	**1.493**	**1.183**	**2**	**1.188**	**1.186**	**1.186**
Mill Rate Support/(Contribution)	**1.161**	**(0.313)**	**1.183**		**1.188**	**1.186**	**1.186**
Full-time Equivalent Positions	**4**	**4**	**3**		**3**	**3**	**3**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease due to one-time transfer from Economic Development Investment Reserve in 2019	(1.806)
	(1.806)

2 Expenses

Decrease in salaries and benefits	(0.209)
Miscellaneous adjustments	(0.101)
	(0.310)

Full-time Equivalent Positions

Change due to elimination of Economic Development Administrator position.

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Destination Marketing Reserve	14.834	11.254	8.802	8.374	8.042	8.745
Economic Dev Invest Reserve	2.482	3.172	3.290	3.324	3.326	3.360

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	2016	2017	2018
Number of vehicle and equipment units managed	2,224	2,199	2,230
Number of vehicle and equipment bid opportunities completed	67	64	58
Number of vehicle and equipment units acquired	182	265	325
Number of insurance and license registrations completed	1,900	1,835	1,935
Number of service repairs, by work order lines completed	35,536	33,779	35,373
Number of service labour hours completed	71,361	65,735	65,125
Number of parts transactions	41,528	35,631	41,543
Number of fuel fill-up transactions and odometer readings verified	116,618	115,955	115,275
Litres of unleaded gasoline, clear diesel, and marked diesel provided	7,880,797	7,770,068	7,719,032
Number of vehicle and equipment motor pool rental days provided	103,518	108,489	109,069
Number of vehicle and equipment units disposed	188	234	322

Winnipeg Fleet Management Agency (SOA)

Contributing Departments

Fleet Management 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	48.708	48.692	50.828		49.875	49.398	50.153
Provincial funding (service specific)	0.174	0.172	0.174		0.174	0.174	0.174
Revenues	**48.882**	**48.865**	**51.002**	**1**	**50.049**	**49.572**	**50.327**
Salaries and benefits	9.908	11.043	10.238		9.458	9.270	9.448
Services	9.194	8.945	9.963		10.238	10.081	10.292
Materials, parts, and supplies	11.431	10.341	11.246		11.557	11.856	11.998
Assets and purchases	0.145	0.174	0.146		0.143	0.146	0.150
Debt and finance charges	16.448	16.789	17.143		17.054	16.852	16.686
Grants, transfers and other	1.532	1.500	1.166		1.049	1.057	1.064
Recoveries	(0.041)	-	-		-	-	-
Expenses	**48.616**	**48.792**	**49.902**	**2**	**49.500**	**49.262**	**49.639**
Surplus/(Deficit)	**0.266**	**0.072**	**1.100**		**0.549**	**0.310**	**0.688**
Full-time Equivalent Positions	**120**	**129**	**119**		**109**	**102**	**102**

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 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in fleet rentals	0.767
Increase in other income	0.729
Increase in fuel sales	0.535
Increase in fleet leases	0.106
	2.137

2 Expenses

Increase in services primarily equipment rental	1.018
Increase in fuel	0.623
Increase in debt and finance charges, includes amortization	0.354
Increase in parts	0.218
Increase in other supplies	0.065
Decrease in salaries and benefits	(0.805)
Decrease in dividend transfer to tax supported	(0.150)
Decrease in civic accommodations costs	(0.107)
Decrease in other transfer to tax supported	(0.062)
Miscellaneous adjustments	(0.044)
	1.110

Full-time Equivalent Positions

Decrease of 2 FTE's in 2020 due to miscellaneous staffing reductions and 8 FTE's due to closure of Waverley repair facility.

Winnipeg Fleet Management Agency (SOA)

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	15.972	83.148	99.120

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-street 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	2016	2017	2018
Number of Pay Stations on Street [A]	580	572	375
Number of Pay Stations in City Lots	12	12	9
Number of Parking and Non-Moving Violations Issued [B]	125,077	162,674	139,239
Number of High Demand On-Street Spaces	1,307	1,319	1,287
Number of Low Demand On-Street Spaces	2,505	2,571	2,523
Average Number of Vehicles for Hire Available per Month [C]	n/a	n/a	994
Total Vehicles for Hire Trips [D]	n/a	n/a	4,309,216
Total Vehicles for Hire Inspections [E]	n/a	n/a	16,706

[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] The City of Winnipeg began licensing and regulating the vehicles for hire industry on March 1, 2018. The average number of vehicles for hire per month represents the industry capacity. It includes taxi cabs, limousines as well as personal transportation providers that offer ride sharing services.

[D] The number of trips provided by personal transportation providers increased throughout 2018, however taxi cabs provided the highest proportion of vehicle for hire trips. In 2018 taxi cabs provided 97% of the total vehicles for hire trips.

[E] As part of the regulatory oversight of the vehicles for hire industry, the City conducts regular inspections of both taxi cabs and personal transportation providers to ensure that all vehicle-required safety equipment is functioning as intended as well as to promote safety amongst all industry participants.

Winnipeg Parking Authority (SOA)

Contributing Departments

Parking Authority SOA 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	22.784	26.074	23.800		23.899	23.996	24.114
Provincial funding (service specific)	0.058	0.055	0.058		0.058	0.058	0.058
Revenues	**22.842**	**26.129**	**23.858**	**1**	**23.957**	**24.053**	**24.171**
Salaries and benefits	3.809	4.774	4.975		5.117	5.260	5.406
Services	6.774	7.559	7.707		7.639	7.666	7.486
Materials, parts, and supplies	0.846	1.536	1.231		1.385	1.357	1.365
Assets and purchases	0.084	0.108	0.130		0.103	0.103	0.140
Debt and finance charges	2.521	2.335	2.279		2.353	2.347	2.273
Grants, transfers and other	11.780	17.537	12.674		7.335	7.294	7.478
Recoveries	(0.036)	(0.003)	(0.003)		(0.003)	(0.003)	(0.003)
Expenses	**25.777**	**33.847**	**28.994**	**2**	**23.929**	**24.025**	**24.145**
Surplus/(Deficit)	**(2.935)**	**(7.718)**	**(5.136)**		**0.028**	**0.028**	**0.027**
Full-time Equivalent Positions	**50**	**61**	**62**		**62**	**62**	**62**

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 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease in enforcement revenue	(1.421)
Decrease in parking permits and meter fee revenue	(1.234)
Parking revenue (not budgeted in 2019) offset in grants in kind expenses	0.290
Miscellaneous adjustments	0.094
	(2.271)

2 Expenses

Elimination of one-time transfer to Land Operating Reserve in 2019	(4.405)
Elimination of one-time transfer to the General Capital Fund in 2019 for Civic Parkade demolition.	(1.434)
Decrease in other equipment servicing	(0.625)
Decrease in computer software	(0.268)
Decrease in City of Winnipeg property tax	(0.102)
Increase in dividend transfer to General Revenue Fund	1.138
Increase in professional services	0.390
Increase in paystation maintenance	0.266
Increase in salaries and benefits	0.201
Miscellaneous adjustments	(0.014)
	(4.853)

Winnipeg Parking Authority (SOA)

Full-time Equivalent Positions

Increase of 1 FTE for Licensing Clerk in Vehicles for Hire.

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Parking Facilities	Revenue	4.241	3.566	4.104	4.166	4.246	4.328
	Operating expenses	6.236	9.642	7.099	5.380	5.373	5.415
		(1.994)	(6.076)	(2.995)	(1.213)	(1.127)	(1.086)
On Street Parking Enfrcmt	Revenue	9.724	9.803	8.476	8.476	8.476	8.476
	Operating expenses	11.582	12.251	11.378	9.892	9.945	9.924
		(1.858)	(2.448)	(2.902)	(1.416)	(1.469)	(1.448)
On-Street Parking	Revenue	9.053	10.687	9.163	9.164	9.165	9.165
	Operating expenses	7.959	9.875	8.335	6.417	6.423	6.479
		1.094	0.812	0.828	2.747	2.741	2.686
Vehicles for Hire	Revenue	(0.176)	1.519	1.546	1.582	1.618	1.655
	Operating expenses	-	1.519	1.546	1.582	1.618	1.655
		(0.176)	-	-	-	-	-
MBEA non-parking	Revenue	-	0.554	0.568	0.567	0.547	0.546
	Operating expenses	-	0.560	0.636	0.658	0.665	0.671
		-	(0.006)	(0.068)	(0.091)	(0.118)	(0.125)
Surplus / (Deficit)		**(2.935)**	**(7.718)**	**(5.136)**	**0.028**	**0.028**	**0.027**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	0.651	0.822	1.473

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 managing the lease for Thermea Spa.

Key Goals

1. Ensure financial and environmental sustainability.
2. Provide high quality customer service.
3. Improve golf course playability.
4. Improve the image of municipal courses.

Service Level Statistics

Description	2016	2017	2018
Kildonan (39.49 hectares)			
Days Open	189	186	179
Total Rounds	26,184	24,034	24,884
Windsor (46.13 hectares)			
Days Open	181	166	171
Total Rounds	21,305	20,638	21,482
Crescent Drive (15.39 hectares)			
Days Open	174	158	159
Total Rounds	15,029	13,872	14,158
Harbour View (12.8 hectares)			
Days Open	189	187	174
Total Rounds	11,251	10,262	9,609

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 $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	2.275	2.258	2.430		2.532	2.620	2.709
Grant from the City	0.730	0.730	0.730		0.730	0.730	0.730
Provincial funding (service specific)	0.023	0.025	0.023		0.023	0.023	0.023
Revenues	**3.027**	**3.013**	**3.184**	**1**	**3.285**	**3.373**	**3.462**
Salaries and benefits	1.246	1.517	1.512		1.539	1.580	1.616
Services	0.650	0.716	0.634		0.620	0.633	0.649
Materials, parts and supplies	0.213	0.272	0.210		0.215	0.224	0.223
Assets and purchases	-	-	-		-	-	-
Debt and finance charges	0.346	0.309	0.337		0.331	0.320	0.305
Grants, transfers and other	0.024	0.029	0.025		0.026	0.026	0.027
Recoveries	-	-	-		-	-	-
Operating expenses	**2.479**	**2.843**	**2.719**		**2.730**	**2.783**	**2.820**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**2.479**	**2.843**	**2.719**	**2**	**2.730**	**2.783**	**2.820**
Surplus/(Deficit)	**0.548**	**0.170**	**0.464**		**0.555**	**0.590**	**0.643**
Full-time Equivalent Positions	**20**	**24**	**24**		**24**	**24**	**24**

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

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in service revenue	0.172
Miscellaneous adjustments	(0.001)
	0.171

2 Expenses

Decrease in services costs	(0.082)
Decrease in materials, parts and supplies	(0.062)
Miscellaneous adjustments	0.020
	(0.124)

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. Enhance the Agency's public image.

Service Level Statistics

Description	2016	2017	2018
Number of requests for service	11,974	12,755	10,325
Number of dogs impounded	973	987	972
Number of dogs adopted	256	239	286
Number of dogs returned to owners by the Animal Services Agency	621	646	564
Number of licensed pets reunited with their owner by 311 [A]	584	670	534
Number of dogs sent to rescues	65	65	28
Number of dogs euthanized [B]	28	31	32
Number of biting dog complaints	246	236	248
Number of biting dogs quarantined	77	60	78
Number of dogs running at large complaints	2,420	2,402	2,646
Number of cats running at large complaints	538	680	783
Number of current dog licenses	54,582	51,665	48,302
Number of current cat licenses	28,901	27,026	26,053
Number of by-law charges laid	1,095	1,045	749

[A] Includes dogs and cats wearing licenses reunited by 311 without those pets setting foot in an animal shelter.

[B] Out of the 32 dogs euthanized in 2018, 12 had bitten people.

Animal Services (SOA)

Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	2.643	2.505	2.588		2.603	2.618	2.632
Grant from the City	1.295	0.771	0.771		1.271	1.271	1.271
Provincial funding (service specific)	0.027	0.028	0.027		0.027	0.027	0.027
Revenues	**3.965**	**3.304**	**3.387**	**1**	**3.901**	**3.916**	**3.931**
Salaries and benefits	1.587	1.913	2.000		2.038	2.088	2.133
Services	0.363	0.461	0.378		0.354	0.355	0.357
Materials, parts and supplies	0.138	0.127	0.132		0.132	0.131	0.131
Assets and purchases	0.042	0.009	0.009		0.009	0.009	0.009
Debt and finance charges	0.057	0.057	0.046		0.044	0.039	0.039
Grants, transfers and other	1.258	1.247	1.185		1.185	1.185	1.175
Recoveries	-	-	-		-	-	-
Expenses	**3.445**	**3.814**	**3.750**	**2**	**3.762**	**3.807**	**3.844**
Surplus/(Deficit)	**0.520**	**(0.510)**	**(0.364)**		**0.139**	**0.109**	**0.087**
Full-time Equivalent Positons	**25**	**27**	**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 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in citation revenue	0.058
Increase in regulation fees	0.016
Miscellaneous adjustments	0.009
	0.083

2 Expenses

Increase in salaries and benefits	0.087
Decrease in postage	(0.035)
Decrease in advertising	(0.033)
Decrease in grants	(0.031)
Decrease in recovery from General Revenue	(0.030)
Decrease in capital lease	(0.024)
Miscellaneous adjustments	0.002
	(0.064)

Return to Table of Contents

Organizational Support Services

Includes:

- *Chief Administrative Offices*
- *Communications*
- *Financial Management*
- *Human Resource Services*
- *Indigenous Relations*
- *Infrastructure Planning*
- *Legal 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.

Service Level Statistics

Description	2016	2017	2018
Tax Supported Operating Budget	$1.055 billion	$1.079 billion	$1.082 billion
Utility Operating Budget (expenditures) [A]	$573 million	$582 million	$593 million
Special Operating Agencies Operating Budget (expenditures)	$74 million	$73 million	$84 million
Capital Budget	$1.178 billion	$433 million	$357 million
Salaries and Benefits as a % of total consolidated operating expenditures (Annual Financial Report)	53.2%	53.1%	53.2%
Average Annual Headcount	10,426	10,444	10,490
Average Age of City Employees / Average Years of Service	41.70 / 11.60	41.88 / 11.60	41.78 / 11.46
Number of Workers Compensation Claims	1,203	1,343	1,296
Number of News Releases	414	443	361
Translation - Words Translated [B]	262,996	486,371	253,951
Media Inquiries	2,084	2,226	2,742

[A] 2016 to 2018 Utility Operating Budget (expenditures) includes the water and sewer utility dividend of approximately $32.0 million, $35.6 million, and $38.2 million, respectively.

[B] 2018 decrease is a result of having a vacant Translator position from May 2018 to December 2018.

Indigenous Relations

Description

Enhancing the City of Winnipeg's role to be a leader in reconciliation and Indigenous Relations in Winnipeg. Including but not limited to initiatives such as:
- Implementing the 5 Truth and Reconciliation Calls to Actions directed at municipalities:
  - Number 43 UNDRIP (United Nations Declaration of the Rights of Indigenous Peoples)
  - Number 47 Doctrine of Discovery
  - Number 57 Training
  - Number 77 Archives
  - Number 75 Cemeteries
- Oshki Annishinabe - the City of Winnipeg's Indigenous Youth Strategy
- Welcoming Winnipeg
- The Indigenous Accord

Key Goals

1. To provide leadership and guidance to empower departments to become municipal leaders in Indigenous relations through the implementation of the Truth and Reconciliation Commission's Call to Action and other reconciliation based initiatives.
2. To collaborate with stakeholders and provide resources that support Indigenous community priorities.

Service Level Statistics

Description	2016	2017	2018
INTERNAL			
Number of internal requests for support	63	26	38
Number of policy, process, system or physical changes	2	3	9
Number of staff who participated in education and awareness opportunities	542	3,364	5,546
Number of Internal partnerships and initiatives maintained, developed or enhanced that support Indigenous citizen participation in the civic system	28	35	34
EXTERNAL			
Number of external requests for support	104	83	72
Number of youth participants	292	335	204
Number of external partnerships and initiatives maintained, developed or enhanced that support Indigenous citizens participation in Winnipeg's economy	45	42	40
Number of Accord partners	n/a	105	135

Organizational Support Services

Contributing Departments

Corporate Finance	31 %
Human Resource Services	22 %
CAO's Office	20 %
Legal Services	17 %
Customer Service & Communications	10 %

Operating Budget (in millions of $)	2018 Actual *	2019 Budget *	2020 Preliminary Budget	Expl	2021 Projection	2022 Projection	2023 Projection
Service revenue	0.787	0.613	0.801		0.774	0.659	0.659
Provincial funding (service specific)	0.079	-	0.070		0.070	0.070	0.070
Revenues	**0.866**	**0.613**	**0.871**	**1**	**0.844**	**0.729**	**0.729**
Salaries and benefits	21.644	22.501	23.664		24.466	24.841	25.406
Services	2.046	2.408	2.586		2.337	2.243	2.171
Materials, parts and supplies	0.296	0.297	0.304		0.300	0.300	0.300
Assets and purchases	0.089	0.140	0.147		0.140	0.140	0.140
Debt and finance charges	0.002	0.002	0.002		0.002	0.002	0.002
Grants, transfers and other	2.564	3.443	3.095		3.109	3.111	3.112
Recoveries	(3.341)	(3.260)	(3.036)		(3.106)	(3.147)	(3.183)
Operating expenses	**23.300**	**25.532**	**26.762**		**27.248**	**27.490**	**27.947**
Transfer to Capital	-	-	-		-	-	-
Total Expenses	**23.300**	**25.532**	**26.762**	**2**	**27.248**	**27.490**	**27.947**
Mill Rate Support/(Contribution)	**22.434**	**24.919**	**25.892**		**26.404**	**26.761**	**27.218**
Full-time Equivalent Positions	**223**	**223**	**221**		**223**	**220**	**220**

*** Restated to align with 2020 Budget.**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Increase in federal grants	0.146
Miscellaneous adjustments	0.112
	0.258

2 Expenses

Increase in salaries and benefits	1.163
Increase in consulting services	0.342
One-time cost for mapping and modeling for Climate Action Plan	0.200
Decrease in recoveries due to salaries and non-salary expenditures no longer recovered from other departments	0.149
Increase in civic accommodations costs	0.107
Reduction in grants and community contributions	(0.385)
Decrease in professional services due to transfer of Employee Assistance Program budget to departments	(0.281)
Increase in recoveries due to increase in investment management fees charged to reserves	(0.117)
Miscellaneous adjustments	0.052
	1.230

Organizational Support Services

Full-time Equivalent Positions

Decrease of 2.00 FTEs is the result of deleted positions, net of added positions, in various Departments (Human Resource Services -1.50 FTE, Corporate Finance -2.25 FTE, Legal Services +1.50 FTE, and CAO's Office +0.25 FTE). Customer Service & Corporate Communications +1.00 FTE transfer from Water & Waste and -1.00 FTE as a result of reductions in internal French language services.

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Chief Administrative Offices	Revenue	0.019	-	0.146	0.116	-	-
	Operating expenses	2.052	2.100	2.462	2.316	2.248	2.293
	Transfer to Capital	-	-	-	-	-	-
		2.033	2.100	2.316	2.200	2.248	2.293
Communications	Revenue	0.070	-	0.070	0.070	0.070	0.070
	Operating expenses	2.024	2.242	2.601	2.673	2.616	2.686
	Transfer to Capital	-	-	-	-	-	-
		1.954	2.242	2.531	2.603	2.546	2.616
Financial Management	Revenue	0.136	0.138	0.180	0.184	0.184	0.184
	Operating expenses	8.266	8.342	8.218	8.396	8.604	8.793
	Transfer to Capital	-	-	-	-	-	-
		8.130	8.204	8.039	8.212	8.421	8.609
Human Resource Services	Revenue	-	-	-	-	-	-
	Operating expenses	6.098	6.055	6.027	6.144	6.248	6.348
	Transfer to Capital	-	-	-	-	-	-
		6.098	6.055	6.027	6.144	6.248	6.348
Indigenous Relations	Revenue	-	-	-	-	-	-
	Operating expenses	1.620	2.127	1.894	1.898	1.913	1.925
	Transfer to Capital	-	-	-	-	-	-
		1.619	2.127	1.894	1.898	1.913	1.925
Infrastructure Planning	Revenue	-	-	-	-	-	-
	Operating expenses	-	1.207	1.099	1.118	1.144	1.171
	Transfer to Capital	-	-	-	-	-	-
		-	1.207	1.099	1.118	1.144	1.171
Legal Services	Revenue	0.640	0.475	0.475	0.475	0.475	0.475
	Operating expenses	3.240	3.459	4.461	4.703	4.715	4.731
	Transfer to Capital	-	-	-	-	-	-
		2.600	2.984	3.986	4.228	4.240	4.256
Mill Rate Support/(Contribution)		**22.434**	**24.919**	**25.892**	**26.404**	**26.761**	**27.218**

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.
- Operating 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	2016	2017	2018
Budgeted Revenue:			
Property tax	$550.5 million	$570.2 million	$586.9 million
Business tax	$57.3 million	$57.5 million	$56.9 million
Other taxation	$23.8 million	$24.1 million	$24.2 million
Property Tax:			
Residential properties	213,073	215,871	218,361
Non-residential properties	13,816	13,799	13,873
% Residential	93.9%	94.0%	94.0%
% Non-residential	6.1%	6.0%	6.0%
Total market value assessment	$84.2 billion	$85.3 billion	$89.6 billion
Total taxable portioned assessment	$40.9 billion	$41.4 billion	$43.6 billion
% Residential	72.8%	73.2%	72.06%
% Non-residential	27.2%	26.8%	27.94%
Number of real and personal property assessment notices produced [A]	220,686	26,208	225,735
Business tax:			
Number of businesses	15,720	15,393	15,708
Collections:			
Current	97.9%	97.7%	98.0%
Arrears	66.5%	63.8%	59.8%

[A] General Reassessment in 2016 and 2018

Assessment, Taxation and Corporate

Contributing Departments

Assessment & Taxation 77 %
Corporate Accounts 23 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Property Taxation	585.591	607.737	634.562		658.509	680.725	705.092
Business Taxation	56.916	56.916	57.916		57.916	57.916	57.916
Other Taxation	25.732	25.978	27.376		28.125	28.849	29.693
Provincial grants	68.350	68.440	68.347		68.347	68.347	68.347
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000	16.000
Utility Dividend	38.215	34.212	34.587		35.681	36.693	37.721
Transfers from Other City Funds	4.400	13.085	(4.877)		(6.734)	4.641	24.308
Other corporate revenue (primarily tax penalty interest, general government charges, and dividend from Parking Authority)	39.822	41.692	45.580		40.445	40.473	40.466
Revenues	**835.026**	**864.060**	**879.491**	**1**	**898.288**	**933.643**	**979.544**
Salaries and benefits	2.031	13.879	11.629		10.048	10.077	9.396
Services	2.771	3.964	4.639		4.537	4.712	5.014
Materials, parts and supplies	0.283	0.383	0.388		0.402	0.402	0.417
Assets and purchases	0.018	0.036	0.042		0.042	0.042	0.042
Debt and finance charges	(1.231)	5.777	5.830		7.365	7.275	7.122
Grants, transfers and other	42.940	10.639	4.438		(16.907)	(12.753)	(3.966)
Recoveries	(0.700)	(0.507)	(0.615)		(0.625)	(0.636)	(0.646)
Operating expenses	**46.111**	**34.172**	**26.351**		**4.861**	**9.119**	**17.378**
Transfer to Capital	-	(1.995)	-		0.237	0.412	-
Total Expenses	**46.111**	**32.178**	**26.351**	**2**	**5.098**	**9.531**	**17.378**
Mill Rate Support/(Contribution)	**(788.915)**	**(831.882)**	**(853.140)**		**(893.190)**	**(924.112)**	**(962.166)**
Full-time Equivalent Positions	**121**	**131**	**130**		**130**	**130**	**130**

Assessment, Taxation and Corporate

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues	
Increase in the municipal property tax due to growth in the assessment base and reduction in tax credits	26.825
Increase in tax penalty revenue	1.900
Increase in electricity and gas tax revenue	1.300
Increase in dividend from Winnipeg Parking Authority	1.138
Increase in short term investment interest	1.063
Increase in business tax revenue due to a decrease in the transfer to the Economic Development Reserve related to Old Tuxedo Yards	1.000
Transfer from Financial Stabilization Reserve	(15.263)
Transfer from Insurance Reserve	(1.700)
Transfer from Workers Compensation Reserve	(1.000)
Miscellaneous adjustments	0.168
	15.431
2 Expenses	
Decrease in capital closing surplus from $2,524,798 in 2019 to nil in 2020	2.525
Increase in funding for the review of the Winnipeg Police Pension Fund	0.350
Increase in provincial payroll tax	0.293
Increase in insurance premiums and claims	0.184
Increase in efficiency savings from $12,276,146 in 2019 to $15,200,342 in 2020	(2.924)
Decrease due to pension contribution adjustment for police pension	(2.308)
Decrease in municipal tax (appeal losses)	(2.300)
Decrease in provision for cost increases	(0.785)
Transfer to Capital	(0.530)
Transfer to Land Operating Reserve	(0.131)
Decrease in cyclical expenses related to General Assessment	(0.122)
Miscellaneous adjustments	(0.079)
	(5.827)

Full-time Equivalent Positions

Decrease due to deletion of 1 Clerk B FTE in Assessment and Taxation Department.

Assessment, Taxation and Corporate

Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Assessment and Taxation	Revenue	692.183	714.516	745.560	770.293	793.326	818.550
	Operating expenses	25.164	23.024	20.272	20.469	20.057	20.331
	Transfer to Capital	-	0.530	-	0.237	0.412	-
		(667.019)	(690.962)	(725.287)	(749.587)	(772.856)	(798.218)
Corporate	Revenue	142.844	149.544	133.932	127.996	140.317	160.994
	Operating expenses	22.460	11.149	6.079	(15.608)	(10.938)	(2.953)
	Transfer to Capital	(1.512)	(2.525)	-	-	-	-
		(121.896)	(140.920)	(127.853)	(143.603)	(151.256)	(163.947)
Mill Rate Support/(Contribution)		**(788.915)**	**(831.882)**	**(853.140)**	**(893.190)**	**(924.112)**	**(962.166)**

Additional Financial Information

Reserves Balance, December 31 (in millions of $)	2018 Actual	2019 Forecast	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Commitment Reserve	3.648	3.913	2.574	2.428	2.641	2.558
Financial Stabilization Res	110.961	107.766	111.786	118.743	114.400	90.344
General Purpose Reserve	0.173	0.171	0.173	0.175	0.177	0.179
Impact Fee Reserve	16.702	30.375	44.231	58.694	73.874	84.644
Insurance Reserve	4.758	3.076	3.108	3.141	3.174	3.208
Workers Compensation Reserve	3.173	3.325	3.360	3.395	3.431	3.467

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	-	1.111	1.111

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	2016	2017	2018
Total Calls Received [A]	1,074,895	959,676	858,962
Total Calls Answered [A] [B]	798,068	808,666	666,565
Number of Service Requests	273,681	496,946	417,628
Number of Information Requests	692,103	646,192	583,016
Number of Emails [F]	113,392	107,082	93,107
Average Talk Time (in minutes) [G]	4:53	4:39	4:54
Average Wait Time (in minutes) [C]	5:53	3:04	7:36
Number of Self Service Online [E]	2,000	1,782	2,032
Number of Mobile App Interactions [E]	1,311	1,032	1,464
Number of In-person Interactions [D] [E]	27,404	6,459	22,360
Number of Social Media Interactions [E]	12,726	13,862	12,969

[A] 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.

[B] Overall call volumes decreased but complex calls are seen requesting more detailed information, especially as it relates to spring/yard waste cleaning, snow clearing, Assessment and Taxation and Transit. More interactions are also seen in other service channels other than phone.

[C] Increase in 2018 wait time due to issues with staffing.

[D] Decrease in 2017 In Person Interactions is attributable to lack of recording the statistic.

[E] 2016 and 2017 restated to correct a reporting error.

[F] 2016 restated to correct a reporting error.

[G] 2017 restated to correct a reporting error.

Contact Centre - 311

Contributing Departments

Customer Service and Communications 100 %

Operating Budget (in millions of $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	1.451	1.452	-		-	-	-
Provincial funding (service specific)	-	-	-		-	-	-
Revenues	**1.451**	**1.452**	**-**	**1**	**-**	**-**	**-**
Salaries and benefits	5.123	5.105	4.944		4.734	4.841	4.933
Services	0.541	0.606	0.561		0.561	0.561	0.561
Materials, parts, and supplies	0.013	0.109	0.109		0.109	0.109	0.109
Assets and purchases	0.008	0.006	0.006		0.006	0.006	0.006
Debt and finance charges	0.004	0.001	0.001		0.001	0.001	0.001
Grants, transfers and other	0.415	0.481	0.417		0.429	0.442	0.455
Recoveries	(0.012)	(0.012)	(1.517)		(1.519)	(1.521)	(1.524)
Operating expenses	**6.093**	**6.295**	**4.522**		**4.322**	**4.440**	**4.541**
Transfer to Capital	-	-	0.122		0.100	-	0.100
Total Expenses	**6.093**	**6.295**	**4.644**	**2**	**4.422**	**4.440**	**4.641**
Mill Rate Support/(Contribution)	**4.641**	**4.843**	**4.644**		**4.422**	**4.440**	**4.641**
Full-time Equivalent Positions	**101**	**84**	**80**		**75**	**75**	**75**

Explanation of 2020 Change from 2019

(in millions of $)

1 Revenues

Reclassification of revenue to inter-fund transfer	(1.452)
	(1.452)

2 Expenses

Transfer to Capital	0.122
Increase in inter-fund transfer from Winnipeg Parking Authority relating to Vehicle for Hire	(0.051)
Decrease in salaries and benefits	(0.161)
Reclassification of revenue to inter-fund transfer	(1.452)
Miscellaneous adjustments	(0.109)
	(1.651)

Full-time Equivalent Positions

Net decrease of 4 FTEs largely due to reducing the number of Customer Service Representatives in the call centre.

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	0.122	0.200	0.322

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 the Public Service and residents.

Key Goals

1. To support the achievement of transparent, efficient and effective City government services.
2. To deliver value-added, cost-effective and innovative audit services and reports.
3. To continue the proactive involvement of Audit in organizational initiatives.
4. To complete the projects identified in the audit plan and to report results to stakeholders.
5. To promote a respectful, team-oriented and professional workplace.

Service Level Statistics

Description	2016	2017	2018
Audit Committee Meetings	5	5	5
Audit Projects Completed			
Assurance Projects	26	24	21
Advisory Projects	4	3	2
Investigation Projects [A]	46	81	114
Projects in Progress	16	18	12

[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, and undertakes all hearings related to assessment appeals through the Board of Revision. As well, the Department coordinates requests for access to information under The Freedom of Information and Protection of Privacy Act (FIPPA), leads the City-wide records and information management program and preserves civic history through the operation of the City of Winnipeg Archives.

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	2016	2017	2018
Total Committee meetings held	318	277	244
Public Council / Standing Committee meetings undertaken	116	114	84
Committee meeting videos - live streamed & posted	220	241	222
Board of Revision appeals filed	765	5,653	602
Board of Revision hearings	423	337	318
Board of Adjustment meetings	24	24	23
Board of Adjustment orders issued	297	257	322
Appeal Committee hearings	84	66	66
Decision Making Information System site visits [A]	n/a	n/a	527,385
Decision Making Information System documents posted	802	1,004	811
FIPPA requests processed	855	859	917
Records requested from Records Centre	1,432	1,301	903
Records requested from Archives	1,562	1,473	1,061
In-person visits to Archives	302	347	353
Mail and phone inquiries processed by Archives	1,110	1,021	908
Public tours	14	29	11
Archival exhibits	4	5	4
Records transferred to Archives/Records Centre	1,174	961	155
Records destroyed - By-law 86/2010 (Cu. Ft.)	1,602	40	405
Visits to Archives Website [B]	47,206	35,579	105,475

[A] Method to track statistics has been modified from previous years.

[B] 2018 includes the addition of visits to the Winnipeg in Focus website.

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 $)	2018 Actual	2019 Budget	2020 Preliminary Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service revenue	1.617	0.516	0.096		0.516	0.096	0.516
Provincial funding (service specific)	0.014	-	-		-	-	-
Revenues	**1.631**	**0.516**	**0.096**	**1**	**0.516**	**0.096**	**0.516**
Salaries and benefits	8.369	8.003	8.352		8.500	9.785	8.845
Services	4.228	3.185	2.987		3.048	4.993	2.998
Materials, parts, and supplies	0.206	0.174	0.174		0.174	0.256	0.174
Assets and purchases	0.087	0.017	0.017		0.017	0.117	0.017
Debt and finance charges	(2.153)	0.860	0.860		0.860	(2.024)	0.817
Grants, transfers and other*	3.091	1.896	1.744		1.752	2.474	1.767
Recoveries	(0.418)	(0.100)	(0.100)		(0.100)	(1.336)	(0.100)
Operating expenses	**13.408**	**14.035**	**14.034**		**14.252**	**14.265**	**14.518**
Transfer to Capital	-	-	-		0.100	0.210	0.100
Total Expenses	**13.408**	**14.035**	**14.034**	**2**	**14.352**	**14.475**	**14.618**
Mill Rate Support/(Contribution)	**11.777**	**13.519**	**13.938**		**13.836**	**14.379**	**14.102**
Full-time Equivalent Positions	**99**	**77**	**79**		**79**	**86**	**79**

* *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 2020 Change from 2019

(in millions of $)

1 Revenues

Decrease due to Board of Revision assessment appeals filing fee revenue	(0.420)
	(0.420)

2 Expenses

Increase in salaries and benefits	0.349
Increase in transfer to General Purpose Reserve	0.100
Decrease in transfer to civic accommodations mainly due to 311 Ross	(0.185)
Decrease in grants	(0.100)
Decrease in services due to Board of Revision assessment appeals filing expenses	(0.090)
Miscellaneous adjustments	(0.075)
	(0.001)

Full-time Equivalent Positions

Increase due to transfer of 2 FTEs from Innovation, Transformation and Technology Department to Council Services - City Clerks.

Council Services

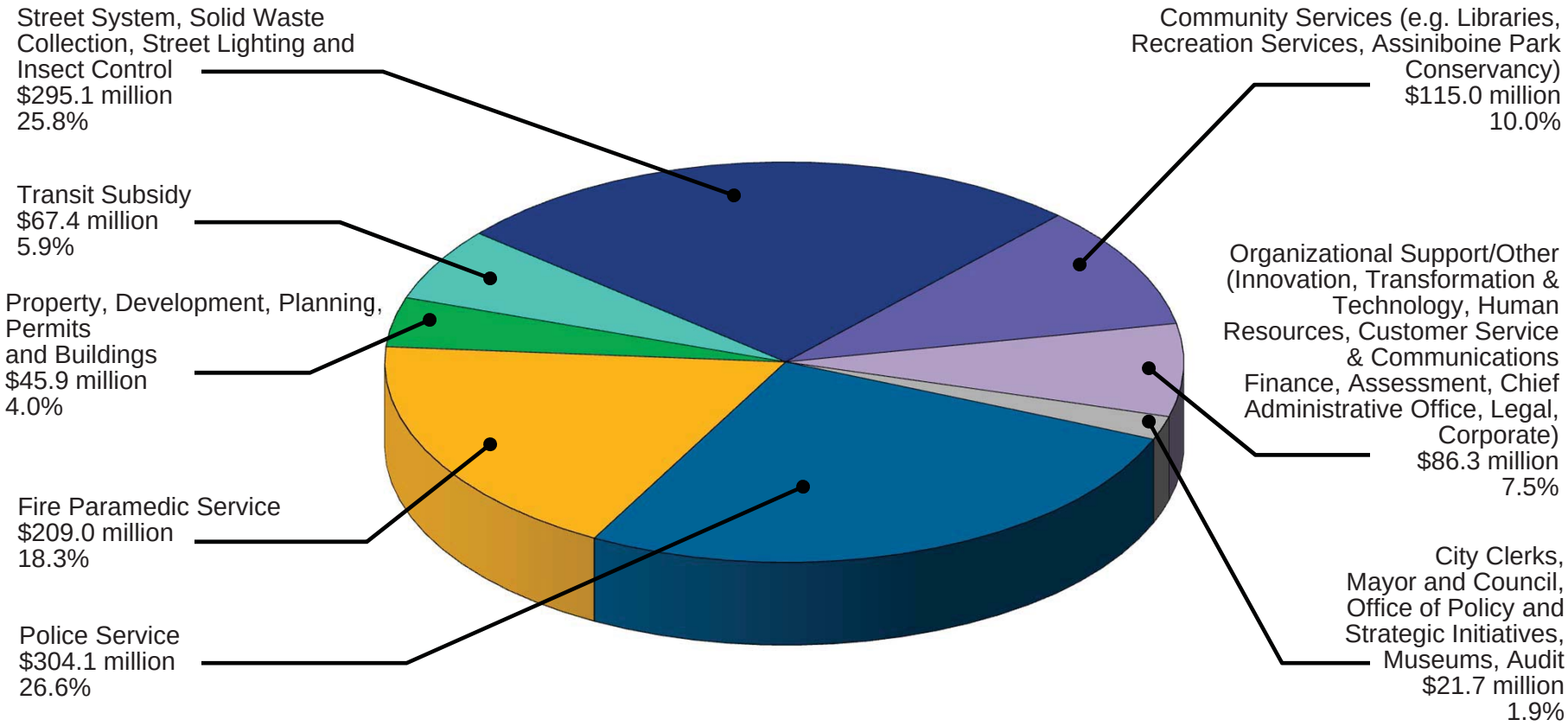
Service Detail Sub-services (in millions of $)		2018 Actual	2019 Budget	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Auditing	Revenue	-	-	-	-	-	-
	Operating expenses	1.154	1.396	1.379	1.375	1.375	1.375
	Transfer to Capital	-	-	-	-	-	-
		1.154	1.396	1.379	1.375	1.375	1.375
Mayor and Council	Revenue	0.011	-	-	-	-	-
	Operating expenses	5.272	5.928	5.959	5.995	6.044	6.095
	Transfer to Capital	-	-	-	-	-	-
		5.260	5.928	5.959	5.995	6.044	6.095
Archives-City Clerks	Revenue	0.004	-	-	-	-	-
	Operating expenses	0.624	1.383	1.462	1.489	1.522	1.552
	Transfer to Capital	-	-	-	-	-	-
		0.620	1.383	1.462	1.489	1.522	1.552
Elections-City Clerks	Revenue	0.981	-	-	-	-	-
	Operating expenses	1.677	0.753	0.753	0.753	0.710	0.710
	Transfer to Capital	-	-	-	-	-	-
		0.696	0.753	0.753	0.753	0.710	0.710
Citizen Access and Appeals	Revenue	0.567	0.475	0.055	0.475	0.055	0.475
	Operating expenses	0.755	0.829	0.747	0.856	0.770	0.883
	Transfer to Capital	-	-	-	-	-	-
		0.188	0.354	0.692	0.381	0.715	0.408
Council Support-City Clerks	Revenue	0.068	0.041	0.041	0.041	0.041	0.041
	Operating expenses	3.379	2.917	2.914	2.966	3.026	3.085
	Transfer to Capital	-	-	-	0.100	0.210	0.100
		3.311	2.876	2.873	3.025	3.195	3.144
Executive Support	Revenue	-	-	-	-	-	-
	Operating expenses	0.549	0.830	0.820	0.818	0.818	0.818
	Transfer to Capital	-	-	-	-	-	-
		0.549	0.830	0.820	0.818	0.818	0.818
Mill Rate Support/(Contribution)		**11.777**	**13.519**	**13.938**	**13.836**	**14.379**	**14.102**

Additional Financial Information

Capital Budget	2020 Preliminary	2021-2025 Forecast	6 Year Total
(In millions of $)	-	0.410	0.410

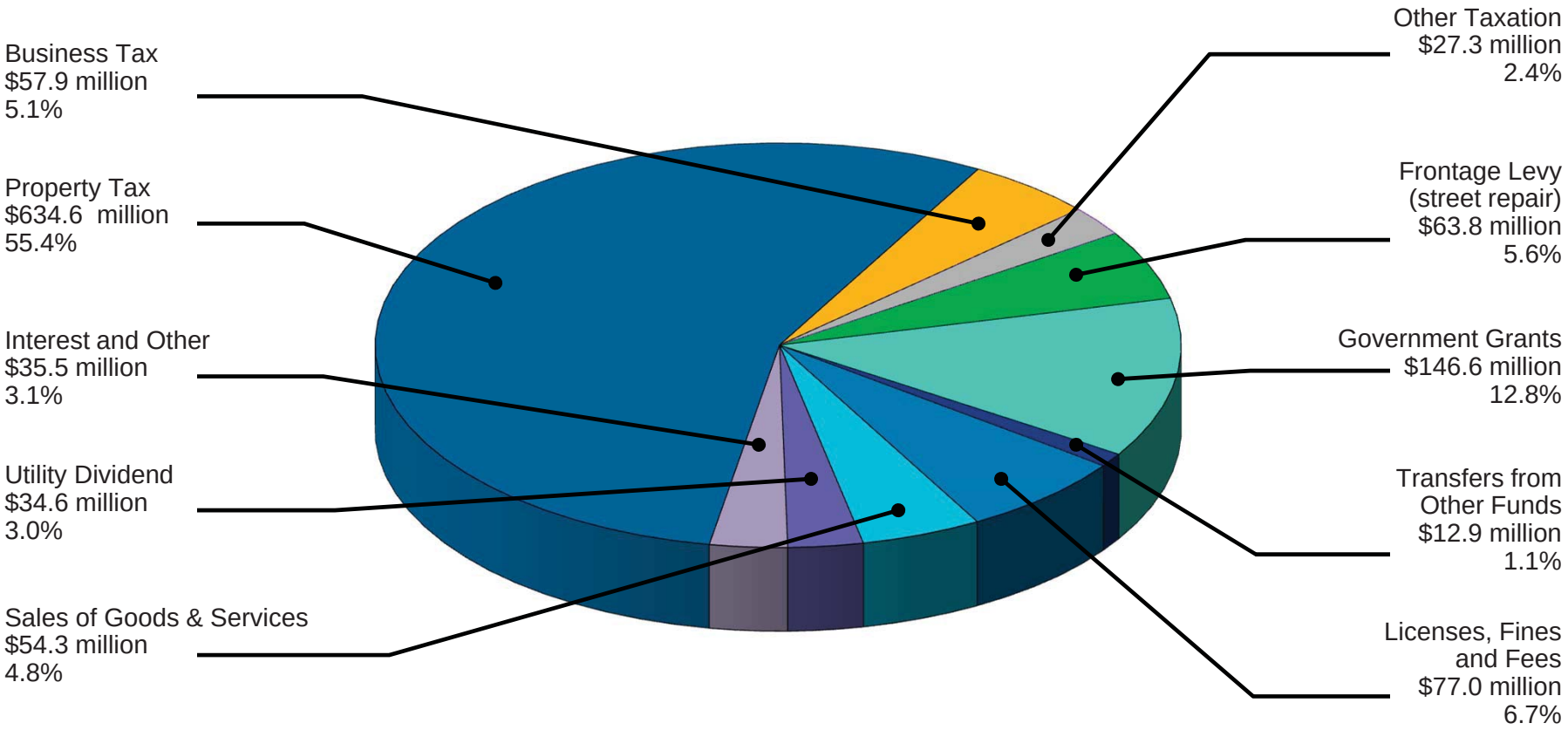
How is the money spent in the Tax Supported Operating Budget?

2020 Preliminary Operating Budget - $1,144.5 million



Where does the money come from in the Tax Supported Operating Budget?

2020 Preliminary Operating Budget - $1,144.5 million



Return to Table of Contents

Operating Budget
Tax Supported Summary

	2019 Adopted Budget (Restated) ③	2020 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	2021 Projection	2022 Projection	2023 Projection	4-year Avg. %
Revenue:									
Property tax	$ 617,869,183	**$ 641,748,483**	$ 23,879,300	3.9	1	$ 664,716,502	$ 688,204,567	$ 712,534,713	3.6
Property tax credits	(10,132,174)	**(7,186,318)**	2,945,856	(29.1)	1	(6,207,318)	(7,479,379)	(7,442,349)	(5.7)
Business tax	63,332,745	**63,378,301**	45,556	0.1	2	63,378,301	63,378,301	63,378,301	0.0
Business tax credits	(6,416,905)	**(5,462,461)**	954,444	(14.9)	2	(5,462,461)	(5,462,461)	(5,462,461)	(3.7)
Other taxation	25,978,387	**27,375,934**	1,397,547	5.4	3	28,125,183	28,849,346	29,693,354	3.4
Street renewal frontage levy	63,244,760	**63,795,219**	550,459	0.9	4	64,176,719	64,558,219	64,939,719	0.7
Government grants	143,833,770	**146,551,985**	2,718,215	1.9	5	147,586,568	148,600,262	149,540,931	1.0
Regulation fees	74,854,233	**76,975,310**	2,121,077	2.8	6	77,640,551	77,826,289	78,816,619	1.3
Sale of goods and services	53,935,283	**54,388,605**	453,322	0.8	7	54,199,369	54,855,280	55,426,000	0.7
Interest	6,136,200	**7,198,482**	1,062,282	17.3	8	7,110,742	6,928,741	6,713,359	2.6
Transfers from other funds	30,932,037	**12,793,606**	(18,138,431)	(58.6)	9	4,705,600	16,258,379	36,162,608	61.5
Utility dividends	34,212,072	**34,586,983**	374,911	1.1	10	35,680,697	36,692,778	37,720,937	2.5
Other	27,172,352	**28,306,943**	1,134,591	4.2	11	23,207,237	23,339,228	23,501,003	(3.1)
Total Revenue	**$ 1,124,951,943**	**$ 1,144,451,072**	**$ 19,499,129**	**1.7**		**$ 1,158,857,690**	**$ 1,196,549,550**	**$ 1,245,522,734**	**2.6**
Expenditures: ①									
Departmental Operating Expenditures:									
Police Service	$ 289,353,323	**$ 294,560,130**	$ 5,206,807	1.8	12	$ 299,587,538	$ 304,086,786	$ 313,135,110	2.0
Public Works	152,081,988	**151,931,323**	(150,665)	(0.1)	13	152,250,842	154,065,448	156,372,043	0.7
Fire Paramedic Service	199,473,578	**205,479,503**	6,005,925	3.0	14	210,674,913	213,440,625	216,764,543	2.1
Community Services	105,148,621	**106,785,631**	1,637,010	1.6	15	107,146,020	109,315,886	110,893,146	1.3
Planning, Property and Development	41,933,716	**42,418,903**	485,187	1.2	16	42,548,881	42,377,434	42,398,231	0.3
Water and Waste	23,225,817	**23,541,882**	316,065	1.4	17	24,447,615	24,339,694	25,312,126	2.2
Street Lighting	13,116,449	**12,445,465**	(670,984)	(5.1)	18	13,680,553	14,349,532	15,052,065	3.6
Assessment and Taxation	21,078,471	**18,418,150**	(2,660,321)	(12.6)	19	18,549,726	18,760,051	19,186,438	(2.1)
Innovation, Transformation and Technology	22,139,440	**22,449,575**	310,135	1.4	20	21,768,258	21,072,228	20,449,948	(1.9)
City Clerks	13,470,757	**12,821,309**	(649,448)	(4.8)	21	12,016,499	11,988,047	12,197,697	(2.4)
Corporate Finance	8,341,593	**8,218,443**	(123,150)	(1.5)	22	8,396,245	8,604,401	8,792,871	1.3
Customer Service and Communications	8,537,608	**7,122,322**	(1,415,286)	(16.6)	23	6,994,948	7,056,104	7,227,561	(3.8)
Human Resource Services	6,054,877	**6,026,831**	(28,046)	(0.5)	24	6,144,099	6,248,295	6,348,234	1.2
Other departments	18,137,992	**19,146,850**	1,008,858	5.6	25	19,297,522	19,335,572	19,487,269	1.8
Sub-total Departmental	$ 922,094,230	**$ 931,366,317**	$ 9,272,087	1.0		$ 943,503,659	$ 955,040,103	$ 973,617,282	1.4
Corporate:									
Taxes	11,454,223	**11,747,206**	292,983			12,008,428	12,248,597	12,493,569	
Insurance and damage claims	3,716,624	**3,900,814**	184,190			4,191,988	4,510,226	4,697,565	
Contribution to Transit ②	70,560,859	**67,362,644**	(3,198,215)			78,669,161	85,800,582	95,501,956	
Other	(6,950,650)	**(12,648,153)**	(5,697,503)			(36,655,241)	(33,076,205)	(25,523,090)	
Sub-total Corporate	$ 78,781,056	**$ 70,362,511**	$ (8,418,545)	(10.7)	26	$ 58,214,336	$ 69,483,200	$ 87,170,000	4.2
Total Operational Expenditures	**$ 1,000,875,286**	**$ 1,001,728,828**	**$ 853,542**	**0.1**		**$ 1,001,717,995**	**$ 1,024,523,303**	**$ 1,060,787,282**	**1.5**
Capital related expenditures:									
Transfer to Capital	13,965,000	**18,747,000**	4,782,000			13,235,000	12,315,000	10,511,000	
Transfer to Regional Street Renewal Reserve	30,870,000	**36,770,000**	5,900,000			42,870,000	49,170,000	51,170,000	
Transfer to Local Street Renewal Reserve	35,370,000	**41,270,000**	5,900,000			47,370,000	53,670,000	64,670,000	
Transfer to Capital - Frontage Levy	10,000,000	**10,000,000**	-			10,000,000	10,000,000	10,000,000	
Debt and Finance Charges	36,396,455	**35,935,244**	(461,211)			43,664,695	46,871,247	48,384,452	
Capital Closure Surplus	(2,524,798)	**-**	2,524,798			-	-	-	
Total Capital Related Expenditures	$ 124,076,657	**$ 142,722,244**	$ 18,645,587	15.0		$ 157,139,695	$ 172,026,247	$ 184,735,452	10.5
Total Expenditures	**$ 1,124,951,943**	**$ 1,144,451,072**	**$ 19,499,129**	**1.7**		**$ 1,158,857,690**	**$ 1,196,549,550**	**$ 1,245,522,734**	**2.6**
	$ -	**$ -**	**$ -**			**$ -**	**$ -**	**$ -**	
			Year over Year Variance			**1.3%**	**3.3%**	**4.1%**	

4-year Total **$ -**

Notes:

① This view is different than previous years; departmental operating expenditures are net of capital related expenditures (transfers to capital and debt and finance charges).

② Refer to variance explanation #6 in Utility Operations section of this Appendix.

③ 2019 Adopted Budget figures have been restated for Tax Penalties Revenue from Interest to Regulation fees account categories.

Operating Budget
Tax Supported Revenue - 2020 Compared to 2019

Expl. No.	Explanations		Variance
1	**Property tax**	**$**	**26,825,156**
	2020 property tax revenue reflects a mill rate of 12.861 and includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, an additional 1% property tax increase dedicated to the renewal of regional streets, sidewalks and bridges, and a .33% property tax increase dedicated to the second phase of the Southwest Rapid Transitway, for a total property tax increase of 2.33%.		
2	**Business tax**	**$**	**1,000,000**
	2020 business tax rate has been reduced from 4.97% to 4.84%. The small business tax credit program will provide a full rebate in 2020 to businesses with an annual rental value of $35,700 ($33,900 in 2019) or less. Increase due to transfer to the Economic Development Reserve related to Old Tuxedo Yards in 2019 only.		
3	**Other taxation**		
	Increase in electricity tax revenue.	$	1,300,000
	Net increase in other taxation revenue.		97,547
	Total	**$**	**1,397,547**
4	**Street renewal frontage levy**		
	Increase in street renewal frontage levy revenue for frontage foot growth.	**$**	**550,459**
5	**Government grants**		
	Increase in Provincial / Shared Health funding based on costs allocated to emergency medical services program.	$	2,508,373
	Increase in Provincial Funding for Police Services - Guns & Gangs.		187,246
	Net increase in other grants.		22,596
	Total	**$**	**2,718,215**
6	**Regulation fees**		
	Increase in tax penalties revenue.	$	1,900,000
	Increase in building, electrical and mechanical fees due to inflation.		773,071
	Increase in citation revenue due to Municipal By-law Enforcement Act (MBEA) process.		110,000
	Decrease in Board of Revision appeals filing fees.		(420,000)
	Decrease in traffic enforcement initiatives.		(400,000)
	Decrease in cut restoration revenue offset by cut restoration contracts (see Public Works explanation # 13).		(159,209)
	Net increase in other miscellaneous revenue.		317,215
	Total	**$**	**2,121,077**

Operating Budget
Tax Supported Revenue - 2020 Compared to 2019

Expl. No.	Explanations		Variance
7	**Sale of goods and services**		
	Increase in contract police service revenue.	$	492,678
	Net decrease in other sales of goods and services.		(39,356)
	Total	**$**	**453,322**
8	**Interest**		
	Increase in short-term investment revenue.	**$**	**1,062,282**
9	**Transfers from other funds**		
	Increases / (decreases) in transfers from other funds:		
	- Land Operating Reserve.	$	4,000,000
	- Municipal Accommodations.		934,401
	- Financial Stabilization Reserve.		(15,262,800)
	- Economic Development Investment Reserve.		(1,806,000)
	- Insurance Reserve.		(1,700,000)
	- Multi-Family Dwelling Tax Investment Reserve.		(1,500,000)
	- Workers Compensation Reserve.		(1,000,000)
	- Permit Reserve.		(203,000)
	- Reclassification of 311 revenue from Waterworks, Transit and Parking Authority to inter-fund recoveries account.		(1,453,685)
	- Net decrease in other transfers.		(147,347)
	Total	**$**	**(18,138,431)**
10	**Utility dividends**		
	Increase in Water and Sewer dividend revenue relating to increase in rates.	**$**	**374,911**
11	**Other**		
	Increase in Winnipeg Parking Authority dividend.	$	1,137,993
	Decrease in Fleet Management Agency dividend.		(150,263)
	Net increase in other.		146,861
		$	**1,134,591**

Operating Budget
Tax Supported Expenditures - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Police Service		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	7,100,280
	Increase in civic accommodation charges.		229,375
	Increase in facility rentals for active response training.		195,750
	Decrease in pension costs due to pension savings recognized (refer to Council approved report on November 21, 2019).		(2,307,309)
	Decrease in photo enforcement services costs net of increased relocation costs for Division 13.		(168,068)
	Net operational cost increase.		156,779
12	Total operational expenditures increase net of capital related expenditures.	**$**	**5,206,807**
	Transfer to Capital.		(1,275,000)
	Debt and finance charges.		(1,209,127)
	Total	**$**	**2,722,680**
	Public Works		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	1,546,761
	Increase in winter maintenance strategy (annualized cost) - Active Transportation Network.		419,220
	Increase in contracts.		226,042
	Increase in civic accommodation charges.		101,486
	Decrease in fleet leases and other fleet related costs.		(1,430,027)
	Decrease in fuel costs.		(506,618)
	Decrease in grants.		(272,320)
	Decrease in cut restoration contracts, offset by decrease in cut restoration revenue (see Explanation # 6).		(159,209)
	Net operational cost decrease.		(76,000)
13	Total operational expenditures decrease net of capital related expenditures.	**$**	**(150,665)**
	Transfer to Local Street Renewal Reserve.		5,900,000
	Transfer to Regional Street Renewal Reserve.		5,900,000
	Transfer to Capital.		3,853,000
	Debt and finance charges.		(1,149,810)
	Total	**$**	**14,352,525**

Operating Budget
Tax Supported Expenditures - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Fire Paramedic Service		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments.	$	4,121,141
	Increase in computer software and hardware related to implementation of Computer Aided Dispatch system.		964,791
	Increase in equipment rental of fire apparatus to provide urgently required back-up capability.		780,000
	Increase in vehicle maintenance, parts and accessories.		530,566
	Increase in fleet fuel and leasing costs.		276,645
	Decrease in bad debt provision.		(400,000)
	Decrease in Shared Health capital contribution.		(348,399)
	Net operational cost increase.		81,181
14	Total operational expenditures increase net of capital related expenditures.	$	6,005,925
	Debt and finance charges.		1,525,045
	Total	**$**	**7,530,970**
	Community Services		
	Increase in salaries and benefits primarily due to negotiated wage increases and annual increments, including the net decrease of FTEs, and changing library hours to close at 8:00 pm on weekday evenings and closing libraries with Sunday service hours effective September 2020.		1,260,128
	Increase in grant for 24/7 Safe Spaces towards meeting UN safe practices. Total 4-year funding from 2020 to 2023 is $1 million.		250,000
	Increase in grant to Assiniboine Park Conservancy.		249,000
	Increase in facilities costs.		243,194
	Increase in universal funding formula grants to community centres.		142,771
	Decrease in civic accommodation charges.		(270,308)
	Decrease of 10% in grants to various community groups.		(110,781)
	Decrease in grant due to the cancellation of the Infrastructure Capital Grant provided to General Council of Winnipeg Community Centres.		(100,000)
	Net operational cost decrease.		(26,994)
15	Total operational expenditures increase net of capital related expenditures.	$	1,637,010
	Transfer to Capital.		(334,000)
	Debt and finance charges.		(495,674)
	Total	**$**	**807,336**

Operating Budget
Tax Supported Expenditures - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Planning, Property and Development		
	Increase in salaries and benefits due to negotiated wage increases and annual increments.	$	288,837
	Increase transfer to Municipal Accommodations for vacant, common and corporate space.		245,354
	Net operational cost decrease.		(49,004)
16	Total operational expenditures increase net of capital related expenditures.	$	485,187
	Transfer to Capital.		1,286,000
	Debt and finance charges.		(77,726)
	Total	**$**	**1,693,461**
	Water and Waste - Garbage Collection		
	Increase in fleet costs.		430,206
	Increase in salaries and benefits primarily due to increases in FTEs for the in-house multi-family collection pilot project.		379,988
	Increase in fuel costs.		98,209
	Decrease in multi family bin collection contract costs.		(460,631)
	Decrease in bulky waste collection contract costs.		(208,640)
	Net operational cost increase.		76,933
17	Total operational expenditures increase net of capital related expenditures.	**$**	**316,065**
18	**Street Lighting**		
	Net decrease in costs due to Manitoba Hydro rate changes, new installations and upgrades, and LED savings from early completion of bulb replacements in 2020.	**$**	**(670,984)**
	Assessment and Taxation		
	Decrease in municipal tax due to appeal losses.	$	(2,300,000)
	Decrease in transfer to Land Operating Reserve.		(131,490)
	Decrease in cyclical expenses related to the general assessment cycle.		(121,500)
	Decrease in civic accommodation costs.		(90,360)
	Net operational cost decrease.		(16,971)
19	Total operational expenditures decrease net of capital related expenditures.	$	(2,660,321)
	Transfer to Capital.		(530,000)
	Debt and finance charges.		(91,075)
	Total	**$**	**(3,281,396)**

Operating Budget
Tax Supported Expenditures - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Innovation, Transformation & Technology		
	Net increase in salaries and benefits relating to net increase in FTEs.		1,037,441
	Increase in professional services.		105,064
	Decrease in computer software.		(621,638)
	Increase in departmental recoveries mainly due to efficiency savings from Innovation Strategy Program.		(207,863)
	Net operational cost decrease.		(2,869)
20	Total operational expenditures increase net of capital related expenditures.	$	310,135
	Transfer to Capital.		1,660,000
	Debt and finance charges.		1,015,336
	Total	**$**	**2,985,471**
	City Clerks		
	Increase in salaries and benefits.	$	157,465
	Funding for Winnipeg Food Council External Coordinator.		50,000
	Decrease of 10% in grants to various community groups.		(554,510)
	Decrease in civic accommodation costs.		(178,698)
	Decrease due to board of revision appeals.		(89,601)
	Net operational cost decrease.		(34,104)
21	Total operational expenditures decrease net of capital related expenditures.	$	(649,448)
	Debt and finance charges.		(59)
	Total	**$**	**(649,507)**
	Corporate Finance		
	Increase in recoveries primarily due to investment management fees from reserves.	$	(116,994)
	Net operational cost decrease.		(6,156)
22	Total operational expenditures decrease net of capital related expenditures.	**$**	**(123,150)**
	Customer Service and Communications		
	Reclassification of provincial recoveries to provincial grant revenue.	$	70,000
	Reclassification of 311 revenue from Waterworks, Transit and Parking Services to inter-fund recoveries account.		(1,453,685)
	Additional inter-fund recoveries from Parking Authority to 311 Call Centre in relation to Vehicle for Hire Program; offset with increase in salaries for Permanent Clerk A.		(51,000)
	Net operational cost decrease.		19,399
23	Total operational expenditures increase net of capital related expenditures.	$	(1,415,286)
	Transfer to capital.		122,000
	Total	**$**	**(1,293,286)**

Operating Budget
Tax Supported Expenditures - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Human Resource Services		
	Net operational cost decrease.	**$**	**(28,046)**
24	Total operational expenditures decrease net of capital related expenditures.	**$**	**(28,046)**
	Other departments		
	Net increase in salaries and benefits, including additional lawyer positions, and Executive Assistant within Legal Services, and one temporary FTE for Natural Resources Canada Fund for Benchmarking for Labelling and Disclosure Program Grant within Chief Administrative Offices.	$	987,005
	External counsel to support Legal Services Department with additional expertise on complex files where required.		281,031
	One-time finding for mapping and modeling Climate Action Plan.		200,000
	Decrease in Indigenous Youth Strategy Grants (10% reduction - $125,000) and Indigenous Relation's Journey of Reconciliation funding ($95,908).		(220,908)
	Decrease in consultant services for Independent Fairness Commission Commissioner.		(44,000)
	Net operational cost decrease.		(194,270)
25	Total	**$**	**1,008,858**
	Corporate		
	Increase in funding for the review of the Winnipeg Police Pension Fund.	$	350,000
	Increase in provincial payroll tax estimate.		292,983
	Increase in insurance costs reflecting recent experience with claims and premiums.		184,190
	Decrease in contribution to transit (refer to variance explanation #6 under "Utility Operations" section of this appendix for additional information on Transit).		(3,198,215)
	Increase in efficiency savings $15,200,342 in 2020 in comparison to $12,238,862 in 2019.		(2,961,480)
	Corporately held Police pension savings (refer to Council approved report on November 21, 2019).		(2,307,750)
	Decrease in provision for cost increases.		(785,112)
	Net operational cost increase.		6,839
26	Total operational expenditures decrease net of capital related expenditures.	$	(8,418,545)
	Capital closure surplus.		2,524,798
	Debt and finance charges.		21,879
	Total	**$**	**(5,871,868)**

Return to Table of Contents

Operating Budget
Utilities Summary

	2019 Adopted Budget	2020 Preliminary Budget	Variance	Net Variance %	Expl. No.	2021 Projection	2022 Projection	2023 Projection	4-year Avg. %
Municipal Accommodations									
Revenue	$ 72,442,743	**$ 72,407,149**	$ (35,594)	(0.0)	1	$ 72,054,833	$ 72,867,487	$74,555,264	0.7
Operating Expenditures	65,378,227	**66,392,240**	1,014,013	1.6	2	64,878,466	65,981,122	67,779,899	0.9
Surplus/(Deficit)	7,064,516	6,014,909	(1,049,607)			7,176,367	6,886,365	6,775,365	
Sewage Disposal ①									
Revenue	194,703,385	**196,351,392**	1,648,007	0.8	3	203,313,102	208,230,648	213,118,518	2.3
Operating Expenditures	208,867,907	**135,555,039**	(73,312,868)	(35.1)	4	142,702,429	146,888,283	149,832,011	(6.2)
Surplus/(Deficit)	(14,164,522)	**60,796,353**	74,960,875			60,610,673	61,342,365	63,286,507	
Solid Waste Disposal ①									
Revenue	45,214,335	**46,859,815**	1,645,480	3.6	5	50,299,861	51,484,020	52,031,374	3.6
Operating Expenditures	48,889,454	**47,673,540**	(1,215,914)	(2.5)	6	48,966,536	50,607,544	52,083,522	1.6
Surplus/(Deficit)	(3,675,119)	**(813,725)**	2,861,394			1,333,325	876,476	(52,148)	
Waterworks ①									
Revenue	130,346,967	**134,432,919**	4,085,952	3.1	7	138,090,524	142,839,501	147,677,540	3.2
Operating Expenditures	89,726,166	**92,734,391**	3,008,225	3.4	8	95,747,634	99,205,618	102,395,046	3.4
Surplus/(Deficit)	40,620,801	**41,698,528**	1,077,727			42,342,890	43,633,883	45,282,494	
Land Drainage									
Revenue	5,727,980	**4,959,478**	(768,502)	(13.4)	9	4,987,872	5,014,542	5,041,342	(2.9)
Operating Expenditures	4,938,663	**4,638,923**	(299,740)	(6.1)	10	4,666,955	4,695,032	4,721,838	(1.1)
Surplus/(Deficit)	789,317	320,555	(468,762)			320,917	319,510	319,504	
Transit									
Revenue	204,205,751	**206,022,838**	1,817,087	0.9	11	219,812,261	228,160,809	239,658,263	4.1
Operating Expenditures	182,240,189	**183,990,594**	1,750,405	1.0	12	189,697,565	194,800,811	201,021,785	2.5
Surplus/(Deficit)	21,965,562	**22,032,244**	66,682			30,114,696	33,359,998	38,636,478	
Total									
Revenue	652,641,161	**661,033,591**	**8,392,430**			**688,558,453**	**708,597,007**	**732,082,301**	
Operating Expenditures ②	600,040,606	**530,984,727**	**(69,055,879)**			**546,659,585**	**562,178,410**	**577,834,101**	
Capital related and dividend expenditures:									
Debt and Finance Charges	36,463,349	39,577,223	3,113,874			44,428,990	44,826,673	46,424,310	
Transfer to Southwest Rapid Transit Payment Reserve	7,148,000	9,095,000	1,947,000			11,108,000	13,187,000	15,332,000	
Transfer to Capital	7,295,000	3,974,000	(3,321,000)			9,663,000	9,093,000	10,989,000	
Total Capital Related Expenditures	50,906,349	**52,646,223**	**1,739,874**			**65,199,990**	**67,106,673**	**72,745,310**	
Dividend Transfer to General Revenue Fund	34,212,072	34,586,983	374,911			35,680,697	36,692,778	37,720,937	
Total Expenditures	685,159,027	**618,217,933**	**(66,941,094)**			**647,540,272**	**665,977,861**	**688,300,348**	
Surplus/(Deficit)	$ (32,517,866)	**$ 42,815,658**	**$ 75,333,524**			**$ 41,018,181**	**$ 42,619,146**	**$43,781,953**	

① Utility maintains a retained earnings/working capital balance to fund all or a portion of its capital program on a pay as you go basis, and to provide a reserve to prevent significant rate increases in the event of major unforeseen expenditures or shortfalls in revenue.

② This view is different than previous years; departmental operating expenditures are net of capital related and dividend expenditures.

Operating Budget
Utilities - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Municipal Accommodations		
	Revenue Changes:		
	Increase in transfer from Community Services for facilities operation and maintenance.	$	720,104
	Increase in transfer from General Revenue Fund for facility costs.		225,184
	Decrease in transfer from Community Services related to capital investments.		(476,910)
	Decrease transfer from Fleet Management Agency.		(106,537)
	Decrease transfer from Parks and Open Spaces.		(138,000)
	Miscellaneous adjustments.		(259,435)
1		$	(35,594)
	Expenditure Changes:		
	Increase in transfer to General Revenue Fund.	$	934,401
	Net increase in salary and benefits.		276,334
	Decrease in rentals.		(166,683)
	Decrease in fleet leases and other fleet related costs.		(136,567)
	Miscellaneous adjustments.		106,528
2	Total operational expenditures increase net of capital related expenditures.	$	1,014,013
	Debt and finance charges.		37,393
	Transfer to Capital.		(1,087,000)
		$	(35,594)
	Variance.	**$**	**-**

The Municipal Accommodations fund does not accrue retained earnings.

Operating Budget
Utilities - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Sewage Disposal		
	Revenue Changes:		
	Increase in industrial waste surcharge based on actual experience and approved 2020 water and sewer rate report.	$	1,000,000
	Increase in leachate treatment revenue primarily due to volume (now collecting from the most recently closed cell).		650,000
	Increase in hauled waste revenue consistent with approved 2020 water and sewer rate report.		112,500
	Decrease in sewer services revenue as per approved 2020 water and sewer rate report.		(229,987)
	Miscellaneous adjustments.		115,494
3		$	1,648,007
	Expenditure Changes:		
	Transfer to Water Meter Renewal Reserve.	$	2,331,945
	Decrease in recoveries.		810,153
	Increase in chemicals due to volume and price.		756,400
	Increase in salaries and benefits primarily due to an increase to FTEs to support the expansion of the South End Sewage Treatment Plant.		697,772
	Increase in hauling due to volume and price.		448,000
	Increase in utilities.		406,550
	Increase in large volume sewer discounts.		233,000
	Increase in electrical and communication.		120,800
	Decrease in transfer to Environmental Projects Reserve.		(75,322,076)
	Decrease in transfer to Land Drainage Fund primarily related to capital program.		(2,409,002)
	Decrease in maintenance and materials.		(629,900)
	Decrease in biosolids composting.		(520,000)
	Decrease in fleet and rentals.		(298,160)
	Miscellaneous adjustments.		61,650
4	Total operational expenditures decrease net of capital related and dividend expenditures.	$	(73,312,868)
	Debt and finance charges.		3,104,039
	Dividend transfer to General Revenue.		(25,299)
		$	(70,234,128)
	Variance.	**$**	**71,882,135**

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, 2019 is $48.8 million.

Operating Budget
Utilities - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Solid Waste Disposal		
	Revenue Changes:		
	Increase in funding from Multi-Material Stewardship Manitoba.	$	1,870,000
	Increase in waste diversion revenue due to inflationary rate increase.		452,860
	Decrease in waste reduction support grant.		(375,000)
	Decrease in residential recycling sales driven by volatility of market prices.		(158,000)
	Miscellaneous adjustments.		(144,380)
5		$	1,645,480
	Expenditure Changes:		
	Decrease in recoveries related to biosolids composting (see Explanation # 4).	$	520,000
	Increase in leachate treatment.		331,250
	Increase in leaf and yard waste collection contracts.		297,000
	Increase in salaries and benefits.		29,155
	Decrease in recyclables processing.		(2,170,000)
	Decrease in allocated departmental costs.		(246,220)
	Miscellaneous adjustments.		22,901
6	Total operational expenditures decrease net of capital related expenditures.	$	(1,215,914)
	Debt and finance charges.		(121,207)
		$	(1,337,121)
	Decrease in deficit.	**$**	**2,982,601**

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, 2019 is $9.9 million.

Operating Budget
Utilities - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Waterworks		
	Revenue Changes:		
	Increase in water sales as per approved 2020 water and sewer rate report.	$	3,638,274
	Increase in interest earned.		213,729
	Miscellaneous adjustments.		233,949
7		$	4,085,952
	Expenditure Changes:		
	Transfer to Water Meter Renewal Reserve.	$	2,331,945
	Increase in salaries and benefits.		897,225
	Increase in transfer to Water Main Renewal Reserve.		500,000
	Increase in utilities.		259,300
	Increase in property and payroll tax.		208,664
	Decrease in recoveries.		191,540
	Decrease in materials and maintenance.		(854,348)
	Decrease in consultant and professional services.		(342,500)
	Decrease in fleet and equipment rental costs.		(153,917)
	Miscellaneous adjustments.		(29,684)
8	Total operational expenditures increase net of capital related and dividend expenditures.	$	3,008,225
	Dividend transfer to General Revenue Fund.		400,210
	Debt and finance charges.		208,729
		$	3,617,164
	Increase in surplus.	**$**	**468,788**

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, 2019 is $25.1 million.

Operating Budget
Utilities - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Land Drainage		
	Revenue Changes:		
	Increase in regulation fees.	$	50,000
	Decrease in transfer from Sewage Disposal.		(818,502)
9		$	(768,502)
	Expenditure Changes:		
	Decrease in certificates, permits and licenses.	$	(170,750)
	Decrease in maintenance materials.		(165,000)
	Miscellaneous adjustments.		36,010
10	Total operational expenditures decrease net of capital related expenditures.	$	(299,740)
	Debt and finance charges.		(468,762)
		$	(768,502)
	Variance.	**$**	**-**

Operating Budget
Utilities - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Transit		
	Revenue Changes:		
	Net increase in fare revenue from changes to programs including the introduction of the Southwest Rapid Transitway - Stage 2 (SWRT2) service and the low income bus pass, including the elimination of the U-Pass program. An inflationary rate increase is included.	$	5,546,424
	Increase in advertising revenue.		189,000
	Decrease in transfer from General Revenue Fund.		(3,198,215)
	Decrease in charter revenue as a result of Council approved report on providing transit service for large events.		(686,831)
	Decrease in miscellaneous revenue.		(33,291)
11		$	1,817,087
	Expenditure Changes:		
	Net increase in salary and benefits includes added FTEs for SWRT2 service, the low income program and the implementing some process changes to meet the recommendations in the Ombudsman Report for Transit Plus services. These increases are partially offset by FTE reductions from service changes.	$	2,221,599
	Increase in carbon tax.		785,925
	Decrease in FTE recovery from capital.		389,899
	Increase in computer software maintenance contracts.		327,473
	Increase in Transit Plus contracts.		205,186
	Decrease in bus parts partially offset by an increase for opening of SWRT2.		(753,179)
	Decrease in fuel from reduced diesel price and service changes, partially offset by increased consumption from opening of SWRT2.		(610,823)
	Decrease in utilities.		(203,685)
	Decrease in allocated departmental costs.		(152,186)
	Decrease in printing.		(144,949)
	Decrease in motive and other equipment.		(137,020)
	Miscellaneous adjustments.		(177,835)
12	Total operational expenditures increase net of capital related expenditures.	$	1,750,405
	Transfer to SW Rapid Transitway Payment Reserve.		1,947,000
	Debt and finance charges.		353,682
	Transfer to Capital.		(2,234,000)
		$	1,817,087
	Variance.	**$**	**-**

Retained earnings unaudited balance at December 31, 2019 is $19.7 million. This amount (1) does not reflect the appropriations made in the 2020 to 2025 capital budget of $10.139 million; and (2) is subject to change based on year-end financial requirements.

Return to Table of Contents

Operating Budget
Special Operating Agencies Summary

	2019 Adopted Budget	2020 Preliminary Budget	Net Variance $	Net Variance %	Expl. No.	2021 Projection	2022 Projection	2023 Projection	4-year Avg. %
Fleet Management									
Revenue	$ 48,864,750	**$ 51,002,339**	$ 2,137,589	4.4	1	$ 50,049,160	$ 49,571,941	$ 50,326,780	0.8
Operating Expenditures	47,188,841	**48,196,226**	1,007,385	2.1	2	47,562,715	47,137,780	47,281,537	0.1
Surplus/(Deficit)	1,675,909	**2,806,113**	1,130,204			2,486,445	2,434,161	3,045,243	
Parking Authority									
Revenue	26,128,981	**23,857,547**	(2,271,434)	(8.7)	3	23,956,581	24,053,264	24,171,453	(1.8)
Operating Expenditures	23,934,666	**17,943,875**	(5,990,791)	(25.0)	4	17,979,570	17,975,144	17,914,612	(6.3)
Surplus/(Deficit)	2,194,315	**5,913,672**	3,719,357			5,977,011	6,078,120	6,256,841	
Golf Services									
Revenue	3,013,010	**3,183,537**	170,527	5.7	5	3,285,398	3,373,057	3,462,294	3.5
Operating Expenditures	2,792,419	**2,636,125**	(156,294)	(5.6)	6	2,656,346	2,719,754	2,768,066	(0.2)
Surplus/(Deficit)	220,591	**547,412**	326,821			629,052	653,303	694,228	
Animal Services									
Revenue	3,304,054	**3,386,586**	82,532	2.5	7	3,901,336	3,916,086	3,930,836	4.6
Operating Expenditures	3,814,499	**3,750,303**	(64,196)	(1.7)	8	3,762,199	3,807,054	3,844,094	0.2
Surplus/(Deficit)	(510,445)	**(363,717)**	146,728			139,137	109,032	86,742	
Total									
Revenue	81,310,795	**81,430,009**	**119,214**			**81,192,475**	**80,914,348**	**81,891,363**	
Operating Expenditures ①	77,730,425	**72,526,529**	**(5,203,896)**			**71,960,830**	**71,639,732**	**71,808,309**	
Capital related expenditures:									
Debt and Finance Charges	1,412,253	1,697,562	285,309			1,919,181	2,096,209	2,317,180	
Total Capital Related Expenditures	1,412,253	1,697,562	285,309			1,919,181	2,096,209	2,317,180	
Dividend Transfer to General Revenue Fund	10,154,023	11,141,753	987,730			6,041,080	6,141,585	6,321,787	
Total Expenditures	89,296,701	85,365,844	(3,930,857)			79,921,091	79,877,526	80,447,276	
Surplus/(Deficit)	$ (7,985,906)	**$ (3,935,835)**	**$ 4,050,071**			**$ 1,271,384**	**$ 1,036,822**	**$ 1,444,087**	

① This view is different than previous years; departmental operating expenditures are net of capital related and dividend expenditures.

Operating Budget
Special Operating Agencies - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Fleet Management		
	Revenue Changes:		
	Increase in services and parts revenue.	$	766,852
	Increase rental and other income.		729,089
	Increase in fuel sales.		535,082
	Increase in fleet leases.		106,566
1		$	2,137,589
	Expenditure Changes:		
	Increase in services including rental of fire apparatus (refer to Tax Supported Explanation # 14).	$	1,018,115
	Increase in fuel costs.		622,868
	Increase in parts.		217,776
	Increase in other supplies.		64,714
	Decrease in salaries and benefits.		(805,285)
	Decrease in civic accommodation charges.		(106,536)
	Miscellaneous adjustments.		(4,267)
2	Total operational expenditures increase net of capital related expenditures.	$	1,007,385
	Debt and finance charges.		253,006
	Dividend Transfer to General Revenue Fund.		(150,263)
		$	1,110,128
	Increase in surplus.	**$**	**1,027,461**

Operating Budget
Special Operating Agencies - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Parking Authority		
	Revenue Changes:		
	Parking revenue (not budgeted in 2019) offset in grants in-kind expenses.	$	290,000
	Decrease in parking permits and meter fee revenue.		(1,234,420)
	Decrease in enforcement revenue.		(1,421,089)
	Miscellaneous adjustments.		94,075
3		$	(2,271,434)
	Expenditure Changes:		
	Increase in professional services.	$	389,981
	Increase in paystation maintenance.		265,614
	Increase in salaries and benefits.		200,647
	Transfer to the Land Operating Reserve in 2019 (from net of proceeds of the sale of the Longboat Development).		(4,405,000)
	Decrease in Civic Parkade demolition costs.		(1,434,000)
	Decrease in other equipment servicing.		(624,763)
	Decrease in computer software.		(267,862)
	Miscellaneous adjustments.		(115,408)
4	Total operational expenditures decrease net of capital related expenditures.	$	(5,990,791)
	Dividend Transfer to General Revenue Fund.		1,137,993
		$	(4,852,798)
	Decrease in deficit.	**$**	**2,581,364**

Operating Budget
Special Operating Agencies - 2020 Compared to 2019

Expl. No.	Explanations		Variance
	Golf Services		
	Revenue Changes:		
	Increase in green fee revenue.	$	126,470
	Increase in equipment rentals.		34,522
	Miscellaneous adjustments.		9,535
5		$	170,527
	Expenditure Changes:		
	Decrease in services.	$	(81,673)
	Decrease in materials, parts and supplies.		(61,765)
	Miscellaneous adjustments.		(12,856)
6	Total operational expenditures decrease net of capital related expenditures.	$	(156,294)
	Debt and finance charges.		32,303
		$	(123,991)
	Increase in surplus.	**$**	**294,518**
	Animal Services		
	Revenue Changes:		
	Increase in citation revenue due to Municipal By-law Enforcement Act (MBEA) process.	$	57,581
	Increase in regulation fees.		16,277
	Miscellaneous adjustments.		8,674
7		$	82,532
	Expenditure Changes:		
	Increase in salaries and benefits.	$	87,723
	Decrease in postage.		(35,000)
	Decrease in advertising.		(32,582)
	Decrease in grants.		(31,468)
	Decrease in recovery from General Revenue.		(30,000)
	Decrease in capital lease.		(23,923)
	Miscellaneous adjustments.		1,054
8	Total operational expenditures decrease net of capital related expenditures.	$	(64,196)
	Decrease in deficit.	**$**	**146,728**

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Annual Grants - Operating Budget						
Age and Opportunity Centre - Older victims services	Police Service	20,250	18,225	18,225	18,225	18,225
Age and Opportunity Centre Support Services for Older Adults Inc.	Community Services	80,100	72,090	72,090	72,090	72,090
Andrews Street Family Centre	Community Services	45,700	45,700	45,700	45,700	45,700
Art City	City Clerks	100,000	90,000	90,000	90,000	90,000
Art City [5]	Community Services	47,500	42,750	42,750	42,750	42,750
Big Brothers Big Sisters of Winnipeg, Inc.	Community Services	12,000	10,800	10,800	10,800	10,800
Block Parents	Police Service	17,564	15,808	15,808	15,808	15,808
Boys and Girls Club of Winnipeg Inc. [1]	Community Services	118,148	118,148	118,148	118,148	118,148
Boys and Girls Club of Winnipeg Inc. - Clean Machine programs [1]	Public Works	63,000	63,000	63,000	63,000	63,000
Broadway Neighbourhood Centre Inc.	Community Services	120,500	120,500	120,500	120,500	120,500
Broadway Neighbourhood Centre - Just TV	Community Services	150,000	135,000	135,000	135,000	135,000
Charleswood Social Club	Community Services	1,600	1,440	1,440	1,440	1,440
Coalition to Save the Elms, Manitoba Inc.[1]	Public Works	20,000	20,000	20,000	20,000	20,000
Community Centres [4]	Community Services	5,932,229	6,075,000	6,197,000	6,321,000	6,448,000
Downtown Winnipeg Biz - Biz zone cleanliness [1]	Public Works	117,000	117,000	117,000	117,000	117,000
Downtown Winnipeg Biz - Community Homeless Assistance Team (CHAT)	City Clerks	150,000	135,000	135,000	135,000	135,000
Downtown Winnipeg Biz - Parking infrastructure maintenance [1]	Parking	115,000	115,000	57,500	57,500	57,500
Downtown Winnipeg Biz - Transit shelter cleanliness [1]	Transit	100,000	100,000	100,000	100,000	100,000
Economic Development Winnipeg - YES! Winnipeg	City Clerks	135,000	121,500	121,500	121,500	121,500
Edge Urban Art Centre	City Clerks	10,000	9,000	9,000	9,000	9,000
Exchange District Biz - Biz zone cleanliness [1]	Public Works	8,000	8,000	8,000	8,000	8,000
Exchange District Biz - Historic Exchange Walking Tour	Community Services	3,150	2,835	2,835	2,835	2,835

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Annual Grants - Operating Budget (continued)						
Exchange District Biz - Parking infrastructure maintenance [1]	Parking	60,000	60,000	30,000	30,000	30,000
Exchange District Biz - Transit shelter cleanliness [1]	Transit	5,000	5,000	5,000	5,000	5,000
Festival du Voyageur	Planning, Property and Development	40,000	36,000	36,000	36,000	36,000
The Forks Renewal Corporation [1]	Public Works	1,200	1,200	1,200	1,200	1,200
The Fort Whyte Foundation Inc.	Waterworks	60,000	54,000	54,000	54,000	54,000
General Council of Winnipeg Community Centres (GCWCC) [1,4]	Community Services	1,272,241	1,172,241	1,172,241	1,172,241	1,172,241
GCWCC - Athletic Field Sweat Equity [1]	Public Works	374,484	374,484	374,484	374,484	374,484
GCWCC - Athletic Field Maintenance	Public Works	280,500	30,000	30,000	30,000	30,000
Graffiti Art Programming Inc.[5]	Community Services	60,000	54,000	54,000	54,000	54,000
Grant's Old Mill Museum	Museums	17,240	17,240	17,240	17,240	17,240
Green Action Centre	Solid Waste Disposal	35,000	31,500	31,500	31,500	31,500
Heritage Winnipeg Corporation	Planning, Property and Development	34,750	31,275	31,275	31,275	31,275
The Historical Museum Association of St. James-Assiniboia Inc.	Museums	83,391	83,391	83,391	83,391	83,391
Immigrant and Refugee Community Organization of Manitoba (IRCOM)	Community Services	73,810	66,429	66,429	66,429	66,429
Immigrant Centre Manitoba Inc. - 24 Hour Language Bank Interpreter Services	Community Services	27,000	24,300	24,300	24,300	24,300
Indigenous Youth Strategy (see schedule at end of Appendix 2)	CAO	1,250,000	1,125,000	1,125,000	1,125,000	1,125,000
Ma Mawi Wi Chi Itata Centre - Positive Athletic Cultural Experiences (PACE) for Youth	Community Services	60,000	54,000	54,000	54,000	54,000
Main Street Project Inc.	Community Services	96,000	86,400	86,400	86,400	86,400
Manitoba Eco Network [1]	Public Works	5,000	-	-	-	-
Manitoba Theatre for Young People	City Clerks	30,000	27,000	27,000	27,000	27,000

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Annual Grants - Operating Budget (continued)						
Mediation Services	Community Services	10,000	9,000	9,000	9,000	9,000
Mother Earth Recycling Inc.[1]	Solid Waste Disposal	-	120,000	120,000	120,000	120,000
New Directions Adult Day Services (formerly Alternative Solutions Day Services)	Solid Waste Disposal	30,000	40,500	40,500	40,500	40,500
North End Community Renewal Corporation [5]	Community Services	54,000	48,600	48,600	48,600	48,600
Norwood Lawn Bowling Club[1]	Public Works	16,851	16,851	16,851	16,851	16,851
Pan Am Boxing Club Inc.	Community Services	25,100	22,590	22,590	22,590	22,590
Red Road Lodge	Community Services	8,400	7,560	7,560	7,560	7,560
River East Neighborhood Network - Trails	Public Works	9,000	9,000	9,000	9,000	9,000
Ross House Museum *(Seven Oaks House Museum)*	Museums	31,077	31,077	31,077	31,077	31,077
Rossbrook House	Community Services	256,339	230,705	230,705	230,705	230,705
Save Our Seine River Environment Inc.	Waterworks	30,000	27,000	27,000	27,000	27,000
Seven Oaks House	Museums	28,226	28,226	28,226	28,226	28,226
Spence Neighbourhood Association Inc. - Community Liaison [1]	Community Services	21,150	21,150	21,150	21,150	21,150
Spence Neighbourhood Association Inc. - Recreation Programming [1]	Community Services	60,000	60,000	60,000	60,000	60,000
Spence Neighbourhood Association [1]	Public Works	2,000	2,000	2,000	2,000	2,000
St. Boniface Museum	Museums	450,000	450,000	450,000	450,000	450,000
Take Pride Winnipeg - General operating	Solid Waste Disposal	183,000	164,700	164,700	164,700	164,700
Take Pride Winnipeg - Cleaner Greener Winnipeg	Public Works	27,000	27,000	27,000	27,000	27,000
Take Pride Winnipeg - Team Up to Clean Up & Mural Program [1]	City Clerks	20,000	20,000	20,000	20,000	20,000

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Annual Grants - Operating Budget (continued)						
Take Pride Winnipeg - Graffiti Control [1]	Public Works	20,000	20,000	20,000	20,000	20,000
Transcona Historical Museum Inc.	Museums	155,000	155,000	155,000	155,000	155,000
University of Manitoba - Faculty of Kinesiology and Recreation Management [5]	Community Services	51,000	45,900	45,900	45,900	45,900
University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	Waterworks	30,000	27,000	27,000	27,000	27,000
West End Biz - Biz zone cleanliness [1]	Public Works	8,000	8,000	8,000	8,000	8,000
West End Biz - Parking infrastructure maintenance	Parking	32,500	32,500	16,250	16,250	16,250
William Whyte Neighbourhood Association	Community Services	2,500	2,250	2,250	2,250	2,250
Winnipeg Arts Council	City Clerks	4,645,319	4,180,787	4,180,787	4,180,787	4,180,787
Winnipeg Arts Council - Museum Grant Funds [5]	City Clerks	287,300	258,570	258,570	258,570	258,570
Winnipeg Art Gallery - Inuit Art Centre	City Clerks	1,000,000	1,000,000	-	-	-
Winnipeg Harvest	Transit	50,000	-	-	-	-
Winnipeg Housing Rehabilitation Corporation	Planning, Property and Development	180,000	162,000	162,000	162,000	162,000
Winnipeg Parade Committee - Santa Claus	City Clerks	20,000	18,000	18,000	18,000	18,000
Winnipeg Public Library Board	Community Services	79,315	71,384	71,384	71,384	71,384
Winnipeg Repair Education and Cycling Hub Inc. (W.R.E.N.C.H Inc.)	Community Services	10,000	9,000	9,000	9,000	9,000
Total - Annual Grants		**19,065,434**	**18,096,606**	**17,114,856**	**17,238,856**	**17,365,856**
Multi-Year Agreements - Operating Budget						
Assiniboine Park Conservancy	Community Services	11,078,000	11,327,000	11,579,262	11,950,864	11,950,864
Band 40 Aboriginal Youth Scholarship	Waterworks	4,000	4,000	4,000	4,000	4,000
Centre Venture - Youth Centre of Excellence	Planning, Property and Development	241,597	241,597	241,597	241,597	241,597

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Multi-Year Agreements - Operating Budget (continued)						
Transcona East End Community Club Inc. (formerly East End Community Centre)	Community Services	190,000	190,000	190,000	190,000	190,000
End Homelessness Winnipeg Inc.	Community Services	150,000	150,000	150,000	150,000	150,000
Garden City Community Centre	Community Services	358,929	358,929	358,929	358,929	358,929
True North - Refund of Business Tax[3]	Assmt & Taxation	249,000	242,000	242,000	242,000	242,000
True North - Refund of Entertainment Funding Tax[2]	Assmt & Taxation	8,100,000	8,100,000	8,100,000	8,100,000	8,100,000
University of Manitoba - Research Chair in Municipal Infrastructure	Public Works	50,000	50,000	50,000	50,000	50,000
Winnipeg Football Club - Refund of Entertainment Funding Tax[2]	Assessment & Taxation	1,450,000	1,115,000	1,115,000	1,115,000	1,115,000
Winnipeg Goldeyes - Municipal Property Tax Rebate[3]	Assessment & Taxation	43,100	42,000	42,980	43,980	26,250
Winnipeg Goldeyes - Refund of Entertainment Funding Tax[2]	Assessment & Taxation	325,000	325,000	325,000	325,000	189,583
Winnipeg Humane Society (WHS)	Animal Services	652,273	652,273	652,273	652,273	652,273
Winnipeg Police Museum	Police	18,000	18,000	18,000	18,000	18,000
Total - Multi-Year Grants		**22,909,899**	**22,815,799**	**23,069,041**	**23,441,643**	**23,288,496**
Other Programs - Operating Budget						
Civic Initiatives, Promotional and Protocol[6]	Mayor's Office	403,000	393,800	390,800	383,800	477,010
Local Grants (Per Capita Grants)	City Clerks	167,481	150,733	150,733	150,733	150,733
Minimal Municipal Services	Assessment & Taxation	310,000	295,000	295,000	295,000	295,000
Community Committee Grants - Human Rights Committee	City Clerks	-	3,000	3,000	3,000	3,000
Community Committee Grants - Committee for Safety	City Clerks	6,000	6,000	6,000	6,000	6,000
24/7 Safe Spaces Program	Community Services	-	250,000	250,000	250,000	250,000

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Other Programs - Operating Budget (continued)						
Graffiti Control Partner Funding Allocation - various organizations [1]	Public Works	210,000	210,000	210,000	210,000	210,000
Province of Manitoba (Off The Wall Program) - Graffiti Control [1]	Public Works	10,000	10,000	10,000	10,000	10,000
Transit Community Events Support - Christmas Cheer Board "Santa Bus"	Transit	14,300	-	-	-	-
Transit Community Events Support - Green Action Centre Commuter Challenge	Transit	10,000	9,000	9,000	9,000	9,000
Estimated grants in support of cat spay and neuter programs	Animal Services	176,525	145,057	145,057	145,057	145,057
Winnipeg Soccer Federation	PP& D	27,145	6,300	6,300	6,300	6,300
Total - Other Grants		**1,334,451**	**1,478,890**	**1,475,890**	**1,468,890**	**1,562,100**
Value in Kind Grants						
Wpg. Aboriginal Sport Achievement Centre (W.A.S.A.C.)	Community Services	144,246	144,246	144,246	144,246	144,246
Canada Day (The Forks)	Public Works	2,000	1,800	1,800	1,800	1,800
Festival du Voyageur	Public Works	20,000	18,000	18,000	18,000	18,000
Fringe Festival	Public Works	3,500	3,150	3,150	3,150	3,150
Fringe Festival	Public Works	9,000	8,100	8,100	8,100	8,100
Jazz Winnipeg	Public Works	7,000	6,300	6,300	6,300	6,300
National Film Institute	Public Works	1,000	900	900	900	900
Santa Claus Parade	Public Works	8,000	7,200	7,200	7,200	7,200
Temporary Street Closures for Entertainment Purposes	Public Works	100,289	90,260	90,260	90,260	90,260
Various Events	Public Works	414	373	373	373	373
Various	Public Works	15,000	13,500	13,500	13,500	13,500
Winnipeg International Children's Festival	Public Works	2,000	1,800	1,800	1,800	1,800
Parking Pass Grants	Parking	260,000	234,000	130,000	-	-
Various Events	Parking	-	27,000	15,000	-	-
Bus Charter	Transit	17,000	15,300	15,300	15,300	15,300
Bus is Better - Downtown Biz	Transit	5,400	4,860	4,860	4,860	4,860
Commuter Challenge - Green Action Centre	Transit	13,245	11,920	11,920	11,920	11,920
Fare Product	Transit	5,000	4,500	4,500	4,500	4,500
Total - Value in Kind Grants		**613,094**	**593,209**	**477,209**	**332,209**	**332,209**

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Capital Grants						
Pedestrian Cycling Program	Public Works	175,000	175,000	160,000	160,000	160,000
Bicycle Parking Partnership Grants	Public Works	25,000	42,000	40,000	30,000	30,000
Community Centre Renovation Grant Program (CCRGP)	Community Services	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Community Incentive Grant Program (CIGP)	Community Services	1,961,000	1,000,000	1,000,000	1,000,000	-
Assiniboine Park Conservancy - Infrastructure and Sustainability	Community Services	5,123,000	4,600,000	2,000,000	2,000,000	2,000,000
Assiniboine Park Conservancy - Capital Development Plan	Community Services	4,728,000	-	-	-	-
Biz Zones, Image Routes and Neighbourhood Main Streets	Planning, Property and Development	332,000	352,000	-	126,000	-
Winnipeg Arts Council - Public Art Strategy	Planning, Property and Development	250,000	200,000	-	-	-
Total - Capital Grants		**14,594,000**	**8,369,000**	**5,200,000**	**5,316,000**	**4,190,000**
Grants from Reserves						
Building External Lighting Program	Assessment & Taxation	200,000	300,000	-	-	-
Safewalk Program - Biz programs	Assessment & Taxation	-	375,000	-	-	-
Economic Development Winnipeg [1]	Assessment & Taxation	3,395,000	3,465,000	3,500,000	3,535,000	3,570,000
Economic Development Winnipeg - Special Event Marketing Fund [1]	Assessment & Taxation	1,086,502	1,140,084	1,166,530	1,192,211	1,218,047
Winnipeg Convention Centre[1]	Assessment & Taxation	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Winnipeg Convention Centre - fire stopping, fire damping & washroom	Assessment & Taxation	2,100,000	2,769,904	-	-	-
Winnipeg Convention Centre - payment to pay down city commitment of $8 million [1]	Assessment & Taxation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Community Safety and Crime Prevention program [6]	Assessment & Taxation	100,000	100,000	100,000	100,000	-

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Grants from Reserves (continued)						
Gail Parvin Hammerquist - Centre Venture	Planning, Property and Development	-	470,964	595,084	431,895	431,895
Gail Parvin Hammerquist - City-Wide Program	Planning, Property and Development	395,775	-	-	-	-
Heritage Conservation Grant Program By Law 2018/63	Planning, Property and Development	-	200,116	200,116	200,116	200,116
Housing Demo, Min. Home Repair & Indigenous Housing Programs	Planning, Property and Development	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Homelessness Partnership Strategy (HPS)	Community Services	3,102,604	-	-	-	-
Economic Development Grants	Planning, Property and Development	2,093,135	2,211,583	1,885,814	2,950,815	2,959,090
Neighbourhood/Downtown Multiple-Family Mixed use Building Grant Program	Planning, Property and Development	903,352	1,056,362	701,218	417,288	321,528
Downtown Residential Development Grant (DRDG) Program	Planning, Property and Development	1,573,631	1,734,591	1,734,591	1,734,591	1,734,591
DRDG - 320 Colony	Planning, Property and Development	84,641	85,657	86,685	87,725	88,778
Live Downtown - Rental Development Grant Program	Planning, Property and Development	180,767	238,677	547,323	1,997,587	2,037,538
Total - Grants from Reserves		**18,715,407**	**17,647,938**	**14,017,361**	**16,147,228**	**16,061,583**
Total Grants		**77,232,285**	**69,001,442**	**61,354,357**	**63,944,826**	**62,800,244**

The listing of grants/payments includes grants in the operating, capital, and reserves budgets. The operating grants/payments are separated in to four categories (annual, multi-year, other programs and value in kind).

The City can enter into four year grant agreements with grant recipients with a provision that grants for years following 2020 are subject to annual budget approval.

For all associated definitions please refer to the glossary in Appendix 11.

Notes:

1. Includes Community Partnerships.
2. Grant is recorded as an offset to the Refundable Entertainment Funding Tax Revenue.
3. Grant is recorded as an offset to the Property Tax and Business Tax Revenue.
4. 2019 budget restated to show 2017 retroactive adjustment to community centres on the Community Centres grant line rather than General Council of Winnipeg Community Centres.
5. 2019 budgets have been restated to reflect amounts that were budgeted in non-grant accounts.
6. 2019 budget restated move amount for the Community Safety and Crime Prevention program out of the operating budget and into reserves.

Listing of Grants/Payments

Organization / Program	Department	2019 Adopted Budget (Restated)	2020 Preliminary Budget	2021 Projection	2022 Projection	2023 Projection
Indigenous Youth Strategy - Operating Budget						
Indigenous Leadership Development Institute - Indigenous Construction Technology Program	Chief Administrative Office (CAO)	99,370	99,370	99,370	99,370	99,370
Assembly of Manitoba Chiefs - Eagle's Nest Youth Centre	CAO	146,500	146,500	146,500	146,500	146,500
Boys and Girls Club - Youth Recreation Activity Worker Program	CAO	20,000	20,000	20,000	20,000	20,000
Broadway Neighbourhood Centre - Just TV	CAO	41,380	41,380	41,380	41,380	41,380
Ka Ni Kanichihk Inc. - Honouring our Gifts	CAO	131,230	131,230	131,230	131,230	131,230
Ma Mawi Wi Chi Itata Centre - The Future is	CAO	107,331	107,331	107,331	107,331	107,331
Ndinaweaaganag Endaawaad Inc. - Youth Resource Centre Recreation Program	CAO	51,000	51,000	51,000	51,000	51,000
Spence Neighbourhood Association - First Jobs 4 Youth Project	CAO	36,549	36,549	36,549	36,549	36,549
Resource Assistance for Youth - Growing Opportunities	CAO	82,745	82,745	82,745	82,745	82,745
youthunited@winnipeg (University of Winnipeg)	CAO	200,000	150,000	150,000	150,000	150,000
Indigenous Youth Strategy - Internal City of Winnipeg Projects	CAO	83,895	83,895	83,895	83,895	83,895
Infrastructure training/apprenticeship program *	CAO	250,000	175,000	175,000	175,000	175,000
Total Indigenous Youth Strategy		**1,250,000**	**1,125,000**	**1,125,000**	**1,125,000**	**1,125,000**

* Infrastructure training/apprenticeship program (cash and in-kind services) – the City of Winnipeg 1/3 share of up to $175,000 in the program is subject to 1/3 funding from the Province and 1/3 funding from the private sector.

Return to Table of Contents

Reserves - Budget Summary

(in $000's)	2019 Forecast	2020 Preliminary Budget				Estimated Closing Balance *
		Revenue	Expenditures			
			Debt and Finance	Other	Total Expenses	
Stabilization Reserve						
Financial Stabilization	107,766	6,575	485	2,070	2,555	111,786
Subtotal	107,766	6,575	485	2,070	2,555	111,786
Capital Reserves						
Computer, Critical Systems and Support	1,293	1,491	7	655	662	2,122
Environmental Projects	165,991	18,436	429	37,150	37,579	146,848
Federal Gas Tax	1,310	66,096	-	53,958	53,958	13,448
Impact Fee	30,375	13,856	-	-	-	44,231
Landfill Rehabilitation	8,027	473	27	3,400	3,427	5,074
Local Street Renewal	104	41,272	2,173	38,998	41,171	205
Regional Street Renewal	123	36,773	1,333	35,338	36,671	225
Sewer System Rehabilitation	9,938	16,641	23	17,831	17,854	8,724
Southwest Rapid Transit Corridor	2,164	26	9	-	9	2,181
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	15,803	9,294	61	14,460	14,521	10,576
Transit Bus Replacement	775	11	3	-	3	783
Waste Diversion	5,221	46	16	2,000	2,016	3,251
Water Main Renewal	3,908	19,547	27	15,500	15,527	7,928
Water Meter Renewal	-	4,664	-	-	-	4,664
Subtotal	245,032	228,626	4,108	219,290	223,398	250,260
Special Purpose Reserves						
Brookside Cemetery	17,637	770	78	304	382	18,025
St. Vital Cemetery	1,276	65	7	16	23	1,319
Transcona Cemetery	900	50	6	10	16	934
Commitment	3,913	2,574	-	3,913	3,913	2,574
Contributions in Lieu of Land Dedication	8,094	1,717	36	1,534	1,570	8,242
Destination Marketing	11,254	10,035	2,231	10,255	12,486	8,802
Economic Development Investment	3,172	2,343	14	2,212	2,226	3,290
General Purpose	171	103	1	100	101	173
Heritage Investment	(190)	1,820	-	1,596	1,596	35
Housing Rehabilitation Investment	1,556	1,039	11	1,212	1,223	1,372
Insect Control	3,000	30	9	2,000	2,009	1,021
Insurance	3,076	46	14	-	14	3,108
Land Operating	29,005	18,122	127	17,925	18,052	29,075
Multi-Family Dwelling Tax Investment	391	3,780	2	3,496	3,498	674
Permit	2,000	21	6	1,215	1,221	800
Workers Compensation	3,325	1,477	15	1,427	1,442	3,360
Subtotal	88,580	43,992	2,557	47,215	49,772	82,804
Total	**441,378**	**279,193**	**7,150**	**268,575**	**275,725**	**444,850**

* Estimated closing balance may not result in the 2019 Forecast plus revenue less expenditures due to rounding.

Return to Table of Contents

Tax Supported Transfers From Other Funds (Revenue in General Revenue Fund)

Transfers from Other Funds	2019 Adopted Budget	2020 Preliminary Budget	Variance	2021 Projection	2022 Projection	2023 Projection	
Financial Stabilization Reserve ②	$ 10,303,733	(4,959,067)	$ (15,262,800)	(6,817,945)	4,555,491	24,221,521	①
Insect Control Reserve	2,000,000	2,000,000	-	-	-	-	①
Workers Compensation Reserve	1,000,000	-	(1,000,000)	-	-	-	①
Insurance Reserve	1,700,000	-	(1,700,000)	-	-	-	①
Economic Development Investment Reserve	1,806,000	-	(1,806,000)	-	-	-	①
Multi-Family Dwelling Investment Reserve	1,500,000	-	(1,500,000)	-	-	-	①
Permit Reserve	203,000	-	(203,000)	-	-	-	①
Perpetual Maintenance Reserve	325,461	311,351	(14,110)	318,709	326,667	334,816	
Housing Rehabilitation Investment Reserve	152,054	162,000	9,946	162,000	162,000	162,000	
Land Operating Reserve	235,000	4,235,000	4,000,000	1,235,000	1,235,000	1,235,000	①
Destination Marketing Reserve	80,998	82,416	1,418	83,470	85,289	86,953	
Municipal Accommodations	10,027,505	10,961,906	934,401	9,724,366	9,893,932	10,122,318	
For 311 Contact Centre services provided	1,452,448	-	(1,452,448)	-	-	-	
Business Technology Services (BTS) transfers	145,838	-	(145,838)	-	-	-	
Total	**$ 30,932,037**	**$ 12,793,606**	**$ (18,138,431)**	**$ 4,705,600**	**$ 16,258,379**	**$ 36,162,608**	
① One-time transfers from reserves:	$ 18,747,733	$ 1,275,933	$ (17,471,800)	$ (5,582,945)	$ 5,790,491	$ 25,456,521	
② Financial Stabilization Reserve: **4-year total - $17,000,000**		$ (4,959,067)		$ (6,817,945)	$ 4,555,491	$ 24,221,521	

Return to Table of Contents

Tax Supported Transfers To Other Funds (Expenditures in General Revenue Fund)

Transfers to Other Funds	2019 Adopted Budget	2020 Preliminary Budget	Variance	2021 Projection	2022 Projection	2023 Projection
General Capital Fund - Transfer to Capital	$ 11,917,112	$ 18,747,000	$ 6,829,888	$ 13,235,000	$ 12,315,000	$ 10,511,000
General Capital Fund - Frontage Levies	10,000,000	10,000,000	-	10,000,000	10,000,000	10,000,000
General Capital Fund - Shared Health	1,877,000	1,528,601	(348,399)	989,235	520,000	270,000
Local Street Renewal Reserve	35,370,000	41,270,000	5,900,000	47,370,000	53,670,000	64,670,000
Regional Street Renewal Reserve	30,870,000	36,770,000	5,900,000	42,870,000	49,170,000	51,170,000
Transit Subsidy	70,560,859	67,362,644	(3,198,215)	78,669,161	85,800,582	95,501,956
Golf Services	729,777	729,777	-	729,777	729,777	729,777
Animal Services	771,219	771,219	-	1,271,219	1,271,219	1,271,219
Perpetual Maintenance Reserves	156,442	163,461	7,019	166,731	170,066	173,468
Computer, Critical Systems and Support Reserve	1,365,166	1,459,654	94,488	1,240,705	1,322,294	1,410,338
General Purpose Reserve	100,000	100,000	-	100,000	100,000	-
Housing Rehabilitation Investment Reserve	1,000,000	1,000,000	-	1,000,000	1,000,000	1,000,000
Land Operating Reserve	131,490	-	(131,490)	-	-	-
Municipal Accommodations	66,824,212	67,656,497	832,285	67,391,735	68,187,714	69,876,011
Waterworks Sytem	81,873	80,143	(1,730)	80,960	82,364	83,625
Total	**$ 231,755,150**	**$ 247,638,996**	**$ 15,883,846**	**$ 265,114,523**	**$ 284,339,016**	**$ 306,667,394**

Return to Table of Contents

Appendix 5

Transfer to Capital Reconciliation

Departments	2019 Adopted Budget	2020 Preliminary Budget	Variance	2021 Forecast	2022 Forecast	2023 Forecast
Public Works	$ 5,481,000	$ 9,334,000	$ 3,853,000	$ 6,045,000	$ 4,962,000	$ 3,748,000
Community Services	3,934,000	3,600,000	(334,000)			1,955,000
Winnipeg Police Service	2,900,000	2,681,000	(219,000)	4,990,000	5,047,000	3,034,000
Fire Paramedic Service			-			
Planning, Property and Development	1,120,000	2,406,000	1,286,000	573,000	326,000	228,000
City Clerks			-	100,000	210,000	100,000
Innovation, Transformation and Technology		1,660,000	1,660,000	1,190,000	1,358,000	1,346,000
Customer Service and Communications		122,000	122,000	100,000		100,000
Assessment and Taxation	530,000		(530,000)	237,000	412,000	
Total tax supported	**$ 13,965,000**	**$ 19,803,000**	**$ 5,838,000**	**$ 13,235,000**	**$ 12,315,000**	**$ 10,511,000**
Transit	5,039,000	2,805,000	(2,234,000)	7,476,000	7,206,000	9,213,000
Municipal Accommodations	2,256,000	113,000	(2,143,000)	2,178,000	1,887,000	1,776,000
Total City Transfer to Capital	**$ 21,260,000**	**$ 22,721,000**	**$ 1,461,000**	**$ 22,889,000**	**$ 21,408,000**	**$ 21,500,000**
Corporate - Savings from capital closure	(2,524,798)		2,524,798			
TOTAL	**$ 18,735,202**	**$ 22,721,000**	**$ 3,985,798**	**$ 22,889,000**	**$ 21,408,000**	**$ 21,500,000**

Notes:

1. Public Works transfer to capital excludes transfers to the regional and local streets reserves (2019 - $66.240 million and 2020 - $78.040 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	5,838,000
b) Corporate - difference in savings from capital closure	2,524,798
Total Tax Supported	8,362,798
Utility - transfer to capital year over year change:	
Transit	(2,234,000)
Municipal Accommodations	(2,143,000)
Total City Transfer to Capital change	**3,985,798**

2020 Fees and Charges Schedule
Increases Greater than Inflation

Service Name Fee Name and Description	2019 Rate	Proposed 2020 Rate	Units
All new and above inflation rates are Effective April 1, 2020			
Police Response			
GST applicable unless otherwise shown			
Special duty officers			
Constable	$ 112.00	$ 116.00	per hour
Patrol/detective sergeant	$ 116.00	$ 120.00	per hour
Sergeant	$ 123.00	$ 127.00	per hour
Staff sergeant	$ 134.00	$ 138.00	per hour

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 2020 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 2018 - 2.4%

Fees and Charges are budgeted to increase at 2% per year in 2021 to 2023.

Previous inflation rates used for past Fees and Charges Schedules:

2019 - 1.6% (CPI in 2017)

2018 - 1.2% (CPI in 2016)

2017 - 1.4% (CPI in 2015)

2016 - 1.9% (CPI in 2014)

2015 - 2.3% (CPI in 2013)

Return to Table of Contents

Asset Management and Capital Recoveries

Asset and Project Management Recoveries

Departments	2019 Adopted Budget	2020 Preliminary Budget	Budget Variance	2019 Adopted Budget FTEs	2020 Preliminary Budget FTEs	FTE Variance
Chief Administrative Office	416,934	422,518	5,584	3.00	3.00	-
Community Services	387,375	460,365	72,990	3.00	3.00	-
Corporate Finance	106,600	111,594	4,994	1.00	1.00	-
Innovation, Transformation and Technology	490,770	499,832	9,062	4.00	4.00	-
Fire Paramedic Services	140,920	144,316	3,396	1.00	1.00	-
Planning, Property & Development (including Municipal Accommodations)	780,772	717,071	(63,701)	7.00	6.00	(1.00)
Public Works	1,434,144	1,434,144	-	8.00	8.00	-
TOTAL	**$ 3,757,515**	**$ 3,789,840**	**$ 32,325**	**27.00**	**26.00**	**(1.00)**

Other Capital Fund Recoveries

Departments	2019 Adopted Budget (Restated) ⑤	2020 Preliminary Budget	Budget Variance	2019 Adopted Budget FTEs (Restated) ⑤	2020 Preliminary Budget FTEs	FTE Variance
Community Services	79,628	77,345	(2,283)	1.00	1.00	-
Legal Services	140,254	146,291	6,037	1.00	1.00	-
Planning, Property & Development (Municipal Accommodations)	135,945	135,945	-	1.64	1.64	-
Public Works	2,769,374	2,769,374	-	19.00	19.00	-
Transit	562,934	173,035	(389,899)	5.00	1.00	(4.00)
Water and Waste	2,223,663	1,882,451	(341,212)	5.00	5.00	-
TOTAL	**$ 5,911,798**	**$ 5,184,441**	**$(727,357)**	**32.64**	**28.64**	**(4.00)**

TOTAL	**$ 9,669,313**	**$ 8,974,281**	**$(695,032)**	**59.64**	**54.64**	**(5.00)**

Notes:

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

② Budget includes salary and non-salary amounts.

③ Other Capital Fund Recoveries include administration for Community Incentive Grant Program (CIGP), Legal Services large scale projects, in-house engineering, etc.

④ Temporary positions authorized in capital projects or programs in 2020 and prior that may have an impact on 2020 operations total $9.446 million, 99.5 FTEs. In comparison, 2019 and prior that may have had an impact on 2019 operations total $12.623 million, 133.5 FTEs.

Total 2020 & Prior		
	FTEs	($ 000's)
Tax Supported	79.0	$ 7,471
Utilities	20.5	1,975
TOTAL CITY	99.5	$ 9,446

⑤ 2019 Adopted Budget figures have been restated for a Planning, Property & Development correction.

Asset Management and Capital Recoveries

Asset and Project Management Recoveries

Departments	2021 Projection Budget	2022 Projection	2023 Projection	2021 Projection FTEs	2022 Projection FTEs	2023 Projection FTEs
Chief Administrative Office	429,723	438,709	446,543	3.00	3.00	3.00
Community Services	472,811	485,919	499,560	3.00	3.00	3.00
Corporate Finance	114,769	119,640	122,173	1.00	1.00	1.00
Innovation, Transformation and Technology	507,122	516,499	526,124	4.00	4.00	4.00
Fire Paramedic Services	144,316	144,316	144,316	1.00	1.00	1.00
Planning, Property & Development (including Municipal Accommodations)	737,235	752,588	766,655	6.00	6.00	6.00
Public Works	1,434,144	1,434,144	1,434,144	8.00	8.00	8.00
TOTAL	**$3,840,120**	**$3,891,815**	**$3,939,515**	**26.00**	**26.00**	**26.00**

Other Capital Fund Recoveries

Departments	2021 Projection Budget	2022 Projection	2023 Projection	2021 Projection FTEs	2022 Projection FTEs	2023 Projection FTEs
Community Services	78,306	79,945	-	1.00	1.00	-
Legal Services	148,356	151,019	153,750	1.00	1.00	1.00
Planning, Property & Development (Municipal Accommodations)	135,945	135,945	135,945	1.64	1.64	1.64
Public Works	2,769,374	2,769,374	2,769,374	19.00	19.00	19.00
Transit	176,613	180,358	184,020	1.00	1.00	1.00
Water and Waste	1,499,928	1,387,343	1,403,506	5.00	4.00	4.00
TOTAL	**$4,808,522**	**$4,703,984**	**$4,646,595**	**28.64**	**27.64**	**26.64**

TOTAL	**$8,648,642**	**$8,595,799**	**$8,586,110**	**54.64**	**53.64**	**52.64**

2020 Consolidated Budget

(in thousands of dollars)	2020	2019	Change
Revenues			
Taxation	$ 784,701	$ 756,921	$ 27,780
Sale of services and regulatory fees	652,041	637,921	14,120
Government transfers	201,991	216,802	(14,811)
Investment income	35,407	34,237	1,170
Land sales and other revenue	24,833	23,698	1,135
Total Revenues	**1,698,973**	**1,669,579**	**29,394**
Expenses			
Protection and community services	562,836	557,356	5,480
Utility operations	489,852	476,823	13,029
Public works	329,974	324,731	5,243
Property and development	152,787	143,498	9,289
Finance and administration	96,370	102,332	(5,962)
Civic corporations	75,041	74,514	527
General government	21,300	26,504	(5,204)
Total Expenses	**1,728,160**	**1,705,758**	**22,402**
Deficiency Revenues Over Expenses Before Other	**(29,187)**	**(36,179)**	**6,992**
Other			
Government transfers related to capital	149,333	293,877	(144,544)
Developer contributions-in-kind related to capital	76,219	71,050	5,169
Other capital contributions	5,600	5,500	100
	231,152	**370,427**	**(139,275)**
Excess Revenues Over Expenses	**$ 201,965**	**$ 334,248**	**$ (132,283)**

A number of consolidation entries and some figures on the statements are derived from the 2019 audited financial statements. As such, some figures may be subject to change.

2020 Consolidated Budget Reconciliation

(in thousands of dollars)	Preliminary Budget *	Consolidating Entries	Consolidated Budget
Revenues			
Taxation	$ 799,753	$ (15,052)	$ 784,701
Sale of services and regulatory fees	694,187	(42,146)	652,041
Government transfers	197,352	4,639	201,991
Land sales and other revenue	375,577	(350,744)	24,833
Investment income	33,254	2,153	35,407
Total Revenues	**2,100,123**	**(401,150)**	**1,698,973**
Expenses			
Protection and community services	634,537	(71,701)	562,836
Utility operations	643,338	(153,486)	489,852
Public works	424,767	(94,793)	329,974
Property and development	179,744	(26,957)	152,787
Finance and administration	163,756	(67,386)	96,370
Civic corporations	-	75,041	75,041
General government	77,619	(56,319)	21,300
Total Expenses	**2,123,761**	**(395,601)**	**1,728,160**
(Deficiency) Revenues Over Expenses Before Other	**(23,638)**	**(5,549)**	**(29,187)**
Other			
Government transfers related to capital			
Province of Manitoba	-	75,597	75,597
Federal gas tax	65,986	-	65,986
Other capital funding	-	7,750	7,750
Total government transfers related to capital	65,986	83,347	149,333
Developer contributions-in-kind related to capital	-	76,219	76,219
Other capital contributions	-	5,600	5,600
	65,986	**165,166**	**231,152**
Excess/(Deficiency) Revenues Over Expenses	**$ 42,348**	**$ 159,617**	**$ 201,965**

***** The Preliminary Budget consists of the following components:

	Revenue	Expenses	Excess/(Deficiency) Revenues Over Expenses
- Tax supported	1,144,451	1,144,451	-
- Utilities	661,034	618,218	42,816
- Special Operating Agencies	81,430	85,366	(3,936)
- Reserves	279,193	275,725	3,468
Total	2,166,108	2,123,760	42,348

Appendix 8

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

Revenues	
1. Eliminate inter-fund transfers	(382,463)
2. Eliminate fleet charges paid by City entities	(49,683)
3. Eliminate grants to Civic Corporations	(19,277)
4. Eliminate property taxes paid by City entities	(16,385)
5. Eliminate water revenue paid by City entities	(3,095)
6. Eliminate general government charges	(3,778)
7. Include capital related revenue not included in the Other category	1,500
8. Include revenue for Civic Corporations	67,504
9. Other	4,526
	(401,150)
Expenses	
1. Eliminate inter-fund transfers	(699,191)
2. Eliminate fleet charges paid by City entities	(47,697)
3. Eliminate grants paid to Civic Corporations	(27,058)
4. Eliminate property taxes paid by City entities	(16,385)
5. Eliminate water expense paid by City entities	(3,095)
6. Eliminate general government charges	(3,778)
7. Include capital expenses	315,964
8. Include expenses for Civic Corporations	60,277
9. Increase in liability for environmental issues, vacation and workers' compensation	10,394
10. Include amortization for Civic Corporations	14,164
11. Other	804
	(395,601)
Other	
Include estimates for revenue related to capital funding from government and developers	165,166

Consolidated Budget
Statement of Change in Net Financial Liabilities

(For the year ended December 31 in thousands of dollars)	2020	2019	Change
Excess Revenues Over Expenses	**$ 201,965**	**$ 334,248**	**$ (132,283)**
Amortization of tangible capital assets	280,468	269,075	11,393
Proceeds on disposal of tangible capital assets	2,433	4,324	(1,891)
Loss on sale of tangible capital assets	858	1,098	(240)
Change in inventories, prepaid expenses and deferred charges	440	946	(506)
Tangible capital assets received as contributions	(76,219)	(71,050)	(5,169)
Acquisition of tangible capital assets	(521,945)	(908,363)	386,418
Decrease in Net Financial Assets	**(112,000)**	**(369,722)**	**257,722**
Net Financial Liabilities, Beginning of Year	(1,048,637)	(678,915)	(369,722)
Net Financial Liabilities, End of Year	**$ (1,160,637)**	**$ (1,048,637)**	**$ (112,000)**

Capital Projects Summary

2020 Preliminary Capital Budget
and 2021 to 2025 Five-Year Forecast

Note:

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

Table of Contents

Summary of Capital Program 3-49

Summary of Financing Sources 3-50

Tax Supported, Transit, and Municipal Accommodations

Public Works 3-54
Community Services 3-59
Winnipeg Police Service 3-62
Fire Paramedic Service 3-63
Planning, Property and Development 3-64
Municipal Accommodations 3-65
City Clerks 3-66
Innovation, Transformation and Technology 3-67
Customer Service and Communications 3-68
Assessment and Taxation 3-68
Transit 3-69

Self-Supporting Utilities

Waterworks System 3-71
Sewage Disposal System 3-72
Solid Waste Disposal System 3-73
Land Drainage Utility 3-74

Special Operating Agencies

Winnipeg Fleet Management Agency 3-75
Winnipeg Parking Authority 3-75

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
		BUDGET	FORECAST					
	2019	2020	2021	2022	2023	2024	2025	2020-2025
SUMMARY OF CAPITAL PROGRAM								
Public Works	118,384	164,675	174,394	185,628	168,038	156,092	173,179	1,022,006
Community Services	30,640	13,646	12,235	5,525	4,785	4,724	4,835	45,750
Winnipeg Police Service	4,558	2,966	4,990	5,047	3,034	2,655	2,098	20,790
Fire Paramedic Service	16,085	11,112	2,414	17,392	12,369	1,668	1,619	46,574
Planning, Property and Development	2,985	6,062	3,220	1,495	228	337	302	11,644
City Clerks			100	210	100		100	510
Innovation, Transformation and Technology	11,353	6,776	4,951	4,460	2,770	2,151	3,619	24,727
Customer Service and Communication		122	100		100			322
Assessment and Taxation	2,350	630	587	412	480	397	412	2,918
Total Tax Supported	186,355	205,989	202,991	220,169	191,904	168,024	186,164	1,175,241
Municipal Accommodations	18,196	4,707	3,523	931	1,333	2,660	943	14,097
Transit	39,771	26,435	28,635	27,612	28,638	30,463	25,044	166,827
Total Tax Supported, Transit and Municipal Accommodations	244,322	237,131	235,149	248,712	221,875	201,147	212,151	1,356,165
Self-Supporting Utilities								
Waterworks System	25,000	37,600	40,960	28,250	23,915	30,180	46,045	206,950
Sewage Disposal System	64,189	69,065	61,530	58,590	58,550	80,535	109,025	437,295
Solid Waste Disposal System	3,625	3,470	2,750	4,900	3,150	1,850	1,400	17,520
Land Drainage and Flood Control	7,195	5,680	4,470	5,700	5,500	6,785	5,600	33,735
Total Self-Supporting Utilities	100,009	115,815	109,710	97,440	91,115	119,350	162,070	695,500
Special Operating Agencies								
Winnipeg Fleet Management Agency	23,313	15,972	17,349	16,465	16,440	16,447	16,447	99,120
Winnipeg Parking Authority	121	651	126	172	137	238	149	1,473
Total Special Operating Agencies	23,434	16,623	17,475	16,637	16,577	16,685	16,596	100,593
TOTAL CAPITAL PROGRAM	367,765	369,569	362,334	362,789	329,567	337,182	390,817	2,152,258

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
		BUDGET	FORECAST					
	2019	2020	2021	2022	2023	2024	2025	2020-2025
SUMMARY OF FINANCING SOURCES								
Cash to Capital	21,260	22,721	22,889	21,408	21,500	20,000	20,000	128,518
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	(26,357)	(37,404)	(37,761)	(37,901)	(38,201)	(38,636)	(37,355)	(227,258)
Reserves:								
- Transit Bus Replacement						10,889	12,268	23,157
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	1,780	14,460	14,720	14,760	14,880	15,190	15,280	89,290
- Water Meter Renewal							16,000	16,000
- Water Main Renewal	16,500	17,500	18,000	18,500	19,000	20,000	20,500	113,500
- Sewer System Rehabilitation	17,500	7,000	17,500	18,000	18,500	21,000	21,000	103,000
- Environmental Projects	31,100	31,610	23,110	29,120	30,000	32,000	34,160	180,000
- Landfill Rehabilitation	875	970	1,550	1,400	1,400	1,350	1,400	8,070
- Waste Diversion		1,800		250	450			2,500
- Financial Stabilization	1,035	1,035	1,035	1,035	1,035			4,140
- Destination Marketing		336						336
- Permit		1,215	1,947	1,019				4,181
- Land Operating	7,370	4,515	2,915	965	965	3,265	965	13,590
- Impact Fee					7,000			7,000
- Local Street Renewal	13,898	25,536	44,578	50,778	61,778	73,178	84,878	340,726
- Regional Street Renewal	29,538	28,800	41,338	47,538	49,538	51,538	53,638	272,390
- Economic Development Investment	3,741							
Interim Financing / (Repayment)	(4,095)	(4,513)	(1,110)	129		(600)		(6,094)
Contributions from Other Levels of Government:								
- Federal Gas Tax	58,682	53,958	52,889	49,988	50,415	48,440	48,420	304,110
- Transfer from Prior Year Authorization - Federal Gas Tax	1,132							
- Federal New Building Canada Fund	12,000	25,000	26,000	24,000	13,000			88,000
- Veterans Affairs Canada	700	800	700	150				1,650
- Public Transit Infrastructure Fund (Federal Government)	3,402							
- Public Transit Infrastructure Fund (Provincial Government)	438							
- Province of Manitoba Accelerated Regional Roads	17,000	15,000	29,100	29,100	9,800			83,000
- Shared Health Capital Grant	1,877	1,471	989	520	270	220	100	3,570
Other Funders:								
- Developer Funding / Developer Capacity Charges		2,586	500	700	1,000	1,700	500	6,986
- Sponsorship / Sponsor Winnipeg	95	48	48	48				144

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
		BUDGET	FORECAST					
	2019	2020	2021	2022	2023	2024	2025	2020-2025
Retained Earnings - Transit	6,992	5,639	1,500	1,500	1,500			10,139
Retained Earnings - Self-supporting Utilities	25,339	37,575	45,080	21,970	16,265	38,215	63,410	222,515
Accumulated Surplus (Retained Earnings) - Special Operating Agencies	1,098	1,345	1,805	967	907	1,015	926	6,965
Transfer from Sewage Disposal System Fund	6,324	5,180	3,970	5,000	4,500	5,085	5,100	28,835
External Debt	38,187	56,327	20,701	32,943	16,522	5,708	1,519	133,720
External Debt - Fleet	22,336	15,178	15,670	15,670	15,670	15,670	15,670	93,528
Internal Financing	34,900	1,440	1,500	1,000	500			4,440
Transfers from Other Capital Accounts / Surplus Capital	13,118	22,441	1,171	2,232	1,373	1,955	2,438	31,610
TOTAL FINANCING SOURCES	367,765	369,569	362,334	362,789	329,567	337,182	390,817	2,152,258

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
		BUDGET	FORECAST					
	2019	2020	2021	2022	2023	2024	2025	2020-2025
FINANCING SOURCES								
Tax Supported, Transit and Municipal Accommodations								
Cash to Capital	21,260	22,721	22,889	21,408	21,500	20,000	20,000	128,518
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	(26,357)	(37,404)	(37,761)	(37,901)	(38,201)	(38,636)	(37,355)	(227,258)
Reserves:								
- Transit Bus Replacement						10,889	12,268	23,157
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	1,780	14,460	14,720	14,760	14,880	15,190	15,280	89,290
- Economic Development Investment	3,741							
- Financial Stabilization	1,035	1,035	1,035	1,035	1,035			4,140
- Destination Marketing		236						236
- Permit		1,215	1,947	1,019				4,181
- Land Operating	7,370	4,515	2,915	965	965	3,265	965	13,590
- Impact Fee					7,000			7,000
- Local Street Renewal	13,898	25,536	44,578	50,778	61,778	73,178	84,878	340,726
- Regional Street Renewal	29,538	28,800	41,338	47,538	49,538	51,538	53,638	272,390
Interim Financing / (Repayment)	(4,095)	(4,513)	(1,110)	129		(600)		(6,094)
Contributions from Other Levels of Government:								
- Federal Gas Tax	58,682	53,958	52,889	49,988	50,415	48,440	48,420	304,110
- Transfer from Prior Year Authorization - Federal Gas Tax	1,132							
- Federal New Building Canada Fund	12,000	25,000	26,000	24,000	13,000			88,000
- Veterans Affairs Canada	700	800	700	150				1,650
- Public Transit Infrastructure Fund (Federal Funding)	3,402							
- Public Transit Infrastructure Fund (Provincial Funding)	438							
- Province of Manitoba Accelerated Regional Roads	17,000	15,000	29,100	29,100	9,800			83,000
- Shared Health Capital Grant	1,877	1,471	989	520	270	220	100	3,570

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
		BUDGET	FORECAST					
	2019	2020	2021	2022	2023	2024	2025	2020-2025
Other Funders:								
- Developer Funding / Developer Capacity Charges		2,586						2,586
- Sponsorship / Sponsor Winnipeg	95	48	48	48				144
External Debt	38,187	56,327	20,701	30,443	16,522	5,708	1,519	131,220
Internal Financing	34,900	1,440	1,500	1,000	500			4,440
Retained Earnings - Transit	6,992	5,639	1,500	1,500	1,500			10,139
Transfers from Other Capital Accounts / Surplus Capital	10,747	8,261	1,171	2,232	1,373	1,955	2,438	17,430
Total Tax Supported, Transit and Municipal Accommodations	244,322	237,131	235,149	248,712	221,875	201,147	212,151	1,356,165
Self-Supporting Utilities								
Reserves:								
- Sewer System Rehabilitation	17,500	7,000	17,500	18,000	18,500	21,000	21,000	103,000
- Water Meter Renewal							16,000	16,000
- Water Main Renewal	16,500	17,500	18,000	18,500	19,000	20,000	20,500	113,500
- Environmental Projects	31,100	31,610	23,110	29,120	30,000	32,000	34,160	180,000
- Landfill Rehabilitation	875	970	1,550	1,400	1,400	1,350	1,400	8,070
- Waste Diversion		1,800		250	450			2,500
Retained Earnings - Self-supporting Utilities	25,339	37,575	45,080	21,970	16,265	38,215	63,410	222,515
Transfer from Sewage Disposal System Fund	6,324	5,180	3,970	5,000	4,500	5,085	5,100	28,835
Developer Funding / Developer Capacity Charges			500	700	1,000	1,700	500	4,400
External Debt				2,500				2,500
Transfers from Other Capital Accounts	2,371	14,180						14,180
Total Self-Supporting Utilities	100,009	115,815	109,710	97,440	91,115	119,350	162,070	695,500
Special Operating Agencies								
Destination Marketing Reserve		100						100
Accumulated Surplus (Retained Earnings)	1,098	1,345	1,805	967	907	1,015	926	6,965
External Debt - Fleet	22,336	15,178	15,670	15,670	15,670	15,670	15,670	93,528
Total Special Operating Agencies	23,434	16,623	17,475	16,637	16,577	16,685	16,596	100,593
TOTAL FINANCING SOURCES	367,765	369,569	362,334	362,789	329,567	337,182	390,817	2,152,258

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
CAPITAL PROJECTS LISTING									
PUBLIC WORKS									
Active Transportation Facilities									
Pedestrian and Cycling Program									
- Cash to Capital			1,178	1,314	673	190	251	283	3,889
- 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)			(2,365)	(1,062)	(423)				(3,850)
- Federal Gas Tax		1,743	2,874	1,600	1,400	1,400	1,400	1,400	10,074
- Internal Financing		957							
- Transfer from Corporate Non-specified Capital Account			1,807						1,807
- Transfer from Prior Year Authorization		324	128						128
Total Pedestrian and Cycling Program	2-1	3,024	3,622	1,852	1,650	1,590	1,651	1,683	12,048
Tache Promenade									
- Cash to Capital			1,000						1,000
- Interim Financing from General Capital Fund / (Repayment)			(1,000)						(1,000)
Total Tache Promenade	2-5								
Total Active Transportation Facilities		3,024	3,622	1,852	1,650	1,590	1,651	1,683	12,048
Street Improvements									
Developer Payback - Various Locations									
- Cash to Capital			250						250
- Federal Gas Tax			9,500						9,500
Total Developer Payback - Various Locations	2-6		9,750						9,750
Tuxedo Yards Development									
- Economic Development Investment Reserve		3,741							
Transportation Master Plan									
- Cash to Capital		250	30	10	20				60
- Federal Gas Tax			845	115	230				1,190
Total Transportation Master Plan	2-7	250	875	125	250				1,250
Traffic Signals Improvements									
- Frontage Levy			688						688
- Internal Financing		1,030							
Total Traffic Signals Improvements	2-8	1,030	688						688

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
Traffic Signals Loops									
- Cash to Capital		250							
- Frontage Levy			250	250	250	250	250	250	1,500
Total Traffic Signals Loops	2-9	250	250	250	250	250	250	250	1,500
Permanent Traffic Monitoring Stations									
- Cash to Capital		445							
- Internal Financing		500							
- Frontage Levy			623						623
Total Permanent Traffic Monitoring Stations	2-10	945	623						623
Traffic Engineering Improvements - Various Locations									
- Frontage Levy			1,900	1,560	1,177	1,119	1,200	1,229	8,185
- Internal Financing		1,575							
Total Traffic Engineering Improvements - Various Locations	2-11	1,575	1,900	1,560	1,177	1,119	1,200	1,229	8,185
Inner-Ring Road - Functional Design									
- Federal Gas Tax	2-12						551		551
Marion Street Improvements - Functional Design Study									
- Transfer from Prior Year Authorization		917							
Total Street Improvements		8,708	14,086	1,935	1,677	1,369	2,001	1,479	22,547
Regional and Local Street Renewal - Council has authorized first charges of $28.286 million (Council March 20, 2019), $500,000 (Council September 26, 2019), and $37.750 million (Council December 12, 2019) for a total of $66.536 million in 2019 or prior to the adoption of the 2020 capital budget. See page 2-13 for a detailed listing of the first charge authorizations.									
- Frontage Levy			269	2,677					2,946
- Federal New Building Canada Fund (Regional)		12,000	25,000	26,000	24,000	13,000			88,000
- Federal Gas Tax (Local)		12,000	8,314	7,323	12,000	1,885		5,588	35,110
- Province of Manitoba Accelerated Regional Roads		17,000	15,000	29,100	29,100	9,800			83,000
- Local Street Renewal Reserve		33,898	38,998	44,578	50,778	61,778	73,178	84,878	354,188
- Regional Street Renewal Reserve		29,538	35,338	41,338	45,538	49,538	50,917	53,638	276,307
- Reduction from the Regional and Local Street Renewal Reserves due to Province of Manitoba 2018 Roads Funding Shortfall		(20,000)	(20,000)						(20,000)
- External Debt			22,817						22,817
- 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)							
- Prior Year Surplus		6,000	2,000						2,000
- Developer Funding			2,586						2,586
Total Regional and Local Street Renewal	2-13	86,436	130,322	151,016	161,416	136,001	124,095	144,104	846,954

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
Waterway Crossings and Grade Separations									
Fermor Avenue Bridge (Seine River)									
- Cash to Capital		**250**							
- Frontage Levy		**4,350**							
Total Fermor Avenue Bridge (Seine River)		**4,600**							
Osborne Street Underpass									
- Frontage Levy								**500**	**500**
- Federal Gas Tax								**600**	**600**
Total Osborne Street Underpass	2-24							**1,100**	**1,100**
Dublin Avenue Bridge (Omand's Creek) - First charge against the 2020 Capital Budget of up to $3.3 million (Council March 20, 2019)									
- Frontage Levy	2-25	**700**	**3,300**						**3,300**
Sherwin Road Bridge (Omand's Creek)									
- Frontage Levy		**700**							
Pembina Highway Overpass (Bishop Grandin) Rehabilitation									
- Frontage Levy						**500**	**500**	**5,021**	**6,021**
- Regional Street Renewal Reserve							**621**		**621**
- Federal Gas Tax						**500**	**879**	**12,379**	**13,758**
Total Pembina Highway Overpass (Bishop Grandin) Rehabilitation	2-26					**1,000**	**2,000**	**17,400**	**20,400**
Kenaston/Route 90 Widening and St. James Bridges									
- Frontage Levy		**2,163**							
St. Vital Bridge Rehabilitation									
- Frontage Levy				**2,000**	**4,573**	**4,631**	**4,550**		**15,754**
- Regional Street Renewal Reserve					**1,639**				**1,639**
- Federal Gas Tax						**8,969**	**14,650**		**23,619**
Total St. Vital Bridge Rehabilitation	2-27			**2,000**	**6,212**	**13,600**	**19,200**		**41,012**
Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)									
- Frontage Levy					**1,000**	**500**	**500**		**2,000**
- Regional Street Renewal Reserve					**361**				**361**
- Federal Gas Tax					**639**	**1,500**	**1,500**		**3,639**
Total Lagimodiere Twin Overpasses Rehabilitation (Concordia Avenue & CPR Keewatin)	2-28				**2,000**	**2,000**	**2,000**		**6,000**
Waterway Crossing and Grade Separations - Annual Program									
- Frontage Levy		**2,087**	**2,970**	**3,513**	**3,000**	**3,000**	**3,000**	**3,000**	**18,483**
- Internal Financing		**913**							
Total Waterway Crossing and Grade Separations - Annual Program	2-29	**3,000**	**2,970**	**3,513**	**3,000**	**3,000**	**3,000**	**3,000**	**18,483**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
Disraeli Bridge and Overpass Facility									
- Cash to Capital		662	650	348	600	600	600	600	3,398
- Federal Gas Tax		14,118	12,467	12,822	12,625	12,725	12,737	12,795	76,171
- Public Private Partnership Annual Service / Financing Payments		(11,873)	(11,931)	(11,984)	(12,039)	(12,139)	(12,151)	(12,209)	(72,453)
- Debt servicing - repayment of debt		(2,907)	(1,186)	(1,186)	(1,186)	(1,186)	(1,186)	(1,186)	(7,116)
Total Disraeli Bridge and Overpass Facility	2-30								
Charleswood Bridge									
- Cash to Capital		1,478	1,478	1,478	1,478	1,478	1,478		7,390
- Public Private Partnership Lease Payments		(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(1,478)		(7,390)
Total Charleswood Bridge	2-32								
Total Waterway Crossings and Grade Separations		11,163	6,270	5,513	11,212	19,600	26,200	21,500	90,295
New Transportation Facilities									
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard									
- Cash to Capital		1,193	1,250	600	616	600	600	600	4,266
- Federal Gas Tax		6,070	6,043	6,737	6,766	6,829	6,876	6,925	40,176
- Public Private Partnership Annual Service / Financing Payments		(6,284)	(6,314)	(6,358)	(6,403)	(6,450)	(6,497)	(6,546)	(38,568)
- Debt servicing - repayment of debt		(979)	(979)	(979)	(979)	(979)	(979)	(979)	(5,874)
Total Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	2-33								
Total New Transportation Facilities									
Other Streets Projects									
Work Management / Asset Management Systems Study		300							
Asset Management System - Various Divisions									
- Cash to Capital		100	75	75	75	75	75	75	450
- Federal Gas Tax			25	25	25	25	25	25	150
Total Asset Management System - Various Divisions	2-35	100	100	100	100	100	100	100	600
Land Acquisition - Transportation Right of Way									
- Cash to Capital			950						950
- Transfer from Prior Year Authorization			230						230
Total Land Acquisition - Transportation Right of Way	2-36		1,180						1,180
Total Other Streets Projects		400	1,280	100	100	100	100	100	1,780
TOTAL STREETS PROJECTS		109,731	155,580	160,416	176,055	158,660	154,047	168,866	973,624

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
Parks and Open Space									
Reforestation - Improvements									
- Cash to Capital		383	50	383		83	383	383	1,282
- Federal Gas Tax					383	300			683
- External Debt			333						333
Total Reforestation - Improvements	2-37	383	383	383	383	383	383	383	2,298
Athletic Fields - Improvements									
- Federal Gas Tax / Surplus		350							
Community and Neighbourhood Parks - Existing		170							
Regional Parks									
- Cash to Capital				337		41			378
- Federal Gas Tax				600		1,423			2,023
- External Debt				238					238
Total Regional Parks	2-38			1,175		1,464			2,639
Parks Buildings									
- Federal Gas Tax		350		2,642					2,642
- External Debt				378					378
Total Parks Buildings	2-39	350		3,020					3,020
Parks and Recreation Enhancement Program									
- Cash to Capital			1,464			281	300	300	2,345
- Federal Gas Tax			1,089	1,716	1,890	1,450			6,145
- External Debt				384					384
- Internal Financing		3,300							
Total Parks and Recreation Enhancement Program	2-40	3,300	2,553	2,100	1,890	1,731	300	300	8,874
Rainbow Stage	2-42			1,500	1,500				3,000
Urban Forest Enhancement Program									
- Cash to Capital			959			400	205	2,553	4,117
- Federal Gas Tax			4,432	5,751	5,800	5,400	573	1,077	23,033
- External Debt		4,100		49			584		633
- Interim Financing from General Capital Fund / (Repayment)			(1,100)						(1,100)
- Transfer from Corporate Non-specified Capital Account			1,868						1,868
Total Urban Forest Enhancement Program	2-43	4,100	6,159	5,800	5,800	5,800	1,362	3,630	28,551
Total Parks and Open Space		8,653	9,095	13,978	9,573	9,378	2,045	4,313	45,382
TOTAL PUBLIC WORKS		118,384	164,675	174,394	185,628	168,038	156,092	173,179	1,022,006

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL					6 YEAR TOTAL
			BUDGET	FORECAST				
		2019	2020	2021	2022	2023	2024	2025	2020-2025
COMMUNITY SERVICES									
Library Facility Safety, Security and Accessibility Improvements Program									
- Cash to Capital		162							
- Federal Gas Tax					100				100
- External Debt				150					150
- Transfer from Prior Year Authorization							200		200
Total Library Facility Safety, Security and Accessibility Improvements Program	2-44	162		150	100		200		450
Library Refurbishment & Interior Infrastructure Program									
- Cash to Capital		18							
- Federal Gas Tax				150			299		449
- External Debt		465							
- Transfer from Prior Year Authorization							351		351
Total Library Refurbishment & Interior Infrastructure Program	2-45	483		150			650		800
Library Technology Upgrade and Replacement Program									
- Cash to Capital		350				317		350	667
- Federal Gas Tax						8			8
- External Debt			67						67
- Transfer from Prior Year Authorization			116						116
Total Library Technology Upgrade and Replacement Program	2-46	350	183			325		350	858
West Kildonan GoLibrary									
- Federal Gas Tax	2-47		242						242
Library Facility Redevelopment - Bill and Helen Norrie Library									
- External Debt		3,570							
Library Facility Redevelopment - St. James Library									
- External Debt		100							
Library Facility Redevelopment - West Kildonan Library and GoLibrary - Old Kildonan Community									
- External Debt		242							
Recreational Facility Safety, Security and Accessibility Improvements Program									
- Cash to Capital		13						190	190
- Federal Gas Tax		162		73		150	108		331
- External Debt				50					50
- Transfer from Prior Year Authorization				112	130		171		413
Total Recreational Facility Safety, Security and Accessibility Improvements Program	2-48	175		235	130	150	279	190	984

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
Fitness Equipment Upgrade Program									
- Cash to Capital		248						326	326
- Federal Gas Tax			285	300	295	178	255	4	1,317
- Transfer from Prior Year Authorization						132	65		197
Total Fitness Equipment Upgrade Program	2-49	248	285	300	295	310	320	330	1,840
Recreation and Leisure Infrastructure Renewal		100							
St. James Civic Centre - Facility Renewal (formerly St. James Civic Centre - Facility Renewal and Expansion) - First charge against the 2020 Capital Budget of up to $3.7 million (Council October 24, 2019)									
- Federal Gas Tax			1,400						1,400
- External Debt		2,405	2,300						2,300
Total St. James Civic Centre - Facility Renewal	2-50	2,405	3,700						3,700
St. James Community Recreation Amenities									
- Land Operating Reserve	2-51		1,400						1,400
New Recreation Facility - South Winnipeg									
- Federal Gas Tax / Surplus		1,750							
Grant Park Recreation Campus									
- Cash to Capital		772							
- Internal Financing		978							
Total Grant Park Recreation Campus		1,750							
East of the Red RecPlex	2-52							1,000	1,000
Seven Oaks Pool - Concrete Restoration and Air Handling Unit Replacement									
- External Debt		990							
- Transfer from Departmental Non-Specified Capital Account		163							
- Federal Gas Tax		1,086							
Total Seven Oaks Pool - Concrete Restoration and Air Handling Unit Replacement		2,239							
Pan Am Pool - Ceiling, Lighting and Public Address and Audio System									
- Federal Gas Tax		2,600							
Repair and Renovation of Pan Am Pool Universal Change Rooms									
- Federal Gas Tax	2-53			940					940
Norwood Pool - Decommissioning		150							

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
Boni-Vital Pool									
- Cash to Capital		42							
- Federal Gas Tax				5,360					5,360
- External Debt		150							
Total Boni-Vital Pool	2-54	192		5,360					5,360
Technology Advancement Program									
- Cash to Capital		312					310		310
- External Debt				100					100
Total Technology Advancement Program	2-55	312		100			310		410
Community Centre Renovation Grant Program (CCRGP)									
- Financial Stabilization Reserve		1,035	1,035	1,035	1,035	1,035			4,140
- Land Operating Reserve		965	965	965	965	965	965	965	5,790
Total Community Centre Renovation Grant Program (CCRGP)	2-56	2,000	2,000	2,000	2,000	2,000	965	965	9,930
Community Incentive Grant Program (CIGP)									
- Cash to Capital		1,767	1,000						1,000
- External Debt				1,000	1,000				2,000
- Transfer from Prior Year Authorization		194							
Total Community Incentive Grant Program (CIGP)	2-57	1,961	1,000	1,000	1,000				3,000
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability									
- Cash to Capital			2,600			1,638	1,690	2,000	7,928
- External Debt		5,123	2,000	2,000	1,000	45			5,045
- Federal Gas Tax					1,000				1,000
- Transfer from Prior Year Authorization						317	310		627
Total Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability	2-58	5,123	4,600	2,000	2,000	2,000	2,000	2,000	14,600
Assiniboine Park Conservancy (APC) - Capital Development Plan									
- External Debt		4,728							
Millennium Library Community Connections Space									
- Destination Marketing Reserve	2-59		236						236
TOTAL COMMUNITY SERVICES		30,640	13,646	12,235	5,525	4,785	4,724	4,835	45,750

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
WINNIPEG POLICE SERVICE									
East District Police Station									
- Cash to Capital		1,056	1,056	1,056	1,056	1,089	1,155	1,155	6,567
- Public Private Partnership Lease Payments		(1,056)	(1,056)	(1,056)	(1,056)	(1,089)	(1,155)	(1,155)	(6,567)
Total East District Police Station	2-60								
Major Case Management System									
- Transfer from Prior Year Authorization		1,158							
Police Divisions Systems Upgrades		400							
Evidence Archival Building - Tenant Improvement									
- External Debt	2-61	500	500						500
Technology Upgrades - Information Systems	2-62	1,200					1,325	112	1,437
North Station Information Technology Requirements	2-63	300		190					190
In Car Computing	2-64	1,000	500					1,736	2,236
Evidence Archive Building - Racking System									
- External Debt	2-65		841						841
North District Station - Furniture, Fixtures, and Equipment	2-66			700					700
Computer Assisted Dispatch Upgrade	2-67		325			375			700
Next Generation 911	2-68		800	1,000					1,800
Automated Fingerprint Identification System (AFIS)	2-69			500					500
Police Headquarters Information System Upgrades	2-70			2,100					2,100
Schedule and Management System Upgrade	2-71			500					500
Technological Crime Infrastructure	2-72						380		380
Building Security System Evergreening	2-73					159			159
Flight Operations Overhaul	2-74				602				602
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment	2-75				792				792
Technical Surveillance Systems	2-76				400				400
Communication Sites Upgrade - Audio Loggers	2-77				1,453				1,453
Call Answer Software	2-78					1,000			1,000
Communication Sites - Radio Consoles/Batteries	2-79						575		575
E-ticketing Hardware	2-80						375		375
Indoor Firing Range	2-81					150			150
Active Shooter Response Training Facility	2-82					150			150
Vehicle Inspections - Weigh Scale	2-83							250	250
Police Vehicle Operations - Facility	2-84				1,800	1,200			3,000
TOTAL WINNIPEG POLICE SERVICE		4,558	2,966	4,990	5,047	3,034	2,655	2,098	20,790

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
FIRE PARAMEDIC SERVICE									
Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation									
- External Debt					12,839				12,839
- Interim Financing from Land Operating Reserve / (Repayment)					600		(600)		
- Land Operating Reserve							600		600
Total Facility Optimization - St. Boniface Industrial Area and Windsor Park Station Consolidation	2-85				13,439				13,439
Facility Optimization - Waverley West Station									
- External Debt			1,192			3,927			5,119
- Impact Fee Reserve						7,000			7,000
Total Facility Optimization - Waverley West Station	2-86		1,192			10,927			12,119
Equipment Obsolescence									
- External Debt			4,501	304	1,963	106	120	26	7,020
- Shared Health Capital Grant		1,014	731	739	520	270	220	100	2,580
- External Debt on behalf of Shared Health					1,369	465	677	1,012	3,523
- Internal Financing		399							
Total Equipment Obsolescence	2-87	1,413	5,232	1,043	3,852	841	1,017	1,138	13,123
Station Capital Maintenance									
- External Debt			1,504	610			158		2,272
- Shared Health Capital Grant		519	633	250					883
- External Debt on behalf of Shared Health			2,444	511	101	601	493	481	4,631
- Internal Financing		2,148							
- Transfer from Prior Year Authorization		780							
Total Station Capital Maintenance	2-89	3,447	4,581	1,371	101	601	651	481	7,786
Emergency Medical Services (EMS) Training Equipment									
- Shared Health Capital Grant	2-91		107						107
Computer Aided Dispatch (CAD) and Supporting Software Systems									
- Shared Health Capital Grant		344							
- Internal Financing		10,881							
Total Computer Aided Dispatch (CAD) and Supporting Software Systems		11,225							
TOTAL FIRE PARAMEDIC SERVICE		16,085	11,112	2,414	17,392	12,369	1,668	1,619	46,574

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	FORECAST 2022	FORECAST 2023	FORECAST 2024	FORECAST 2025	6 YEAR TOTAL 2020-2025
PLANNING, PROPERTY AND DEVELOPMENT									
Computer Automation	2-92	133	106	100			100		306
Riverbank Greenway Programs		205							
Cemeteries - Improvements									
- Cash to Capital		240	248	236					484
- Veterans Affairs Canada		700	800	700	150				1,650
Total Cemeteries - Improvements	2-93	940	1,048	936	150				2,134
Downtown Enhancement Program									
- Cash to Capital					100	228	237	151	716
- Internal Financing		333							
Total Downtown Enhancement Program	2-94	333			100	228	237	151	716
BIZ Zones, Image Routes and Neighbourhood Main Streets									
- Cash to Capital			352		126			151	629
- Internal Financing		332							
Total BIZ Zones, Image Routes and Neighbourhood Main Streets	2-96	332	352		126			151	629
Public Art Strategy	2-97	250	200						200
Developer Payback	2-98	292		137	100				237
Riverbank Stabilization - Physical Asset Protection									
- Cash to Capital			500	100					600
- External Debt		500							
- Transfer from Prior Year Authorization			1,641						1,641
Total Riverbank Stabilization - Physical Asset Protection	2-99	500	2,141	100					2,241
Golf Lands Repurposing Review and Recreation Amenities (formerly Golf Course Amenities)	2-101		1,000						1,000
Digital Permitting									
- Permit Reserve	2-102		1,215	1,947	1,019				4,181
TOTAL PLANNING, PROPERTY AND DEVELOPMENT		2,985	6,062	3,220	1,495	228	337	302	11,644

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
MUNICIPAL ACCOMMODATIONS									
General Building Renovation and Refurbishing		**180**							
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**							
- External Debt		**6,055**							
Total Public Safety Building and Civic Centre Parkade		**10,460**							
Accommodation Facilities									
- Cash to Capital		**19**							
- Land Operating Reserve		**2,000**							
Total Accommodation Facilities		**2,019**							
Fire / Life Safety / Regulatory Upgrades									
- Cash to Capital		**45**							
- Internal Financing		**759**							
Total Fire / Life Safety / Regulatory Upgrades		**804**							
Energy Conservation		**158**							
Historic Buildings									
- Internal Financing		**214**							
Generator Set Replacement and Upgrades									
- Internal Financing		**113**							
Security / Building Automation System Initiatives									
- Cash to Capital		**215**							
- Internal Financing		**255**							
Total Security / Building Automation System Initiatives		**470**							
Community Centres - Refurbishing and Improvements									
- Federal Gas Tax / Surplus		**299**							
- Internal Financing		**374**							
Total Community Centres - Refurbishing and Improvements		**673**							
Arenas									
- Internal Financing		**525**							
Indoor Aquatic Facilities									
- Cash to Capital		**408**							
- Internal Financing		**1,086**							
- Transfer from Prior Year Authorization		**111**							
Total Indoor Aquatic Facilities		**1,605**							

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
Outdoor Aquatic Facilities									
- Federal Gas Tax / Surplus		169							
Recreation & Leisure Centres									
- Federal Gas Tax / Surplus		106							
Building Asset / Work Management Program		175							
UFF - Hockey Pen Light Standard Replacement									
- Internal Financing		100							
City-Wide Accessibility Program									
- Internal Financing		425							
Transcona Centennial Pool									
- Transfer from Prior Year Authorization	2-103		100						100
Sherbrook Pool Reopening									
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)		95	48	48	48				144
- Interim Financing from General Capital Fund / (Repayment)		(95)	(48)	(48)	(48)				(144)
Total Sherbrook Pool Reopening	2-104								
Strategic Facilities Master Plan									
- Land Operating Reserve	2-106		450	250					700
Carlton Walkways									
- External Debt	2-107		2,344						2,344
Health/Life Safety/Emergency Systems Refurbishment/City-wide Accessibility									
- Cash to Capital			113	1,122	831	687		943	3,696
- Land Operating Reserve			1,700	1,700			1,700		5,100
- Federal Gas Tax					100	646	960		1,706
- External Debt				451					451
Total Health/Life Safety/Emergency Systems Refurbishment/City-wide Accessibility	2-108		1,813	3,273	931	1,333	2,660	943	10,953
TOTAL MUNICIPAL ACCOMMODATIONS		18,196	4,707	3,523	931	1,333	2,660	943	14,097
CITY CLERKS									
Corporate Records Centre	2-110				100				100
Election Systems	2-111			100	110			100	310
Audio / Video Equipment Replacement	2-112					100			100
TOTAL CITY CLERKS				100	210	100		100	510

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
INNOVATION, TRANSFORMATION AND TECHNOLOGY									
Innovation Strategy									
- Cash to Capital			500						500
- Internal Financing		1,000	500	750	500	250			2,000
- Transfer from Prior Year Authorization			360						360
Total Innovation Strategy	2-113	1,000	1,360	750	500	250			2,860
Smart Cities Innovation Program									
- Cash to Capital			500						500
- Internal Financing		1,000	500	750	500	250			2,000
Total Smart Cities Innovation Program	2-115	1,000	1,000	750	500	250			2,500
Enterprise Computing Initiatives									
- Cash to Capital				1,190	1,172	1,103	574	1,181	5,220
- External Debt		1,026	1,962	901					2,863
- Transfer from Prior Year Authorization								775	775
Total Enterprise Computing Initiatives	2-117	1,026	1,962	2,091	1,172	1,103	574	1,956	8,858
Communications Network Infrastructure									
- Cash to Capital					186	243	476		905
- External Debt			385	301					686
- Transfer from Prior Year Authorization				94	998	680		447	2,219
- Internal Financing		298							
Total Communications Network Infrastructure	2-118	298	385	395	1,184	923	476	447	3,810
Printing Graphics & Mail Services Asset Renewal									
- Transfer from Prior Year Authorization	2-119			350					350
Information Security Initiatives									
- External Debt			136						136
- Transfer from Prior Year Authorization				194	140	144	199	776	1,453
- Internal Financing		365							
Total Information Security Initiatives	2-120	365	136	194	140	144	199	776	1,589
Microsoft Office License Evergreen									
- Cash to Capital							243		243
- External Debt		1,375	711						711
- Transfer from Prior Year Authorization					633		559		1,192
Total Microsoft Office License Evergreen	2-121	1,375	711		633		802		2,146
Tait Radio Replacement									
- External Debt		48							
- Internal Financing		1,854							
Total Tait Radio Replacement		1,902							

CAPITAL PROJECTS SUMMARY (in Thousands of $)	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
PeopleSoft Enhancements									
- Internal Financing		892							
Enterprise Content Management									
- Cash to Capital			660						660
- Internal Financing		1,102	440						440
Total Enterprise Content Management	2-122	1,102	1,100						1,100
Microsoft Development Network Software Renewal									
- External Debt		247							
- Transfer from Prior Year Authorization					231			253	484
Total Microsoft Development Network Software Renewal	2-123	247			231			253	484
Geographic Information System Aerial Image Renewal Program									
- Transfer from Prior Year Authorization	2-124			161				187	348
Communications Systems Branch Facilities									
- Internal Financing		174							
E-Mail Archiving									
- Internal Financing		484							
Disaster Recovery Gap Mitigation Phase 1									
- External Debt		954							
Corporate VoIP Phone System									
- Transfer from Prior Year Authorization	2-125			160					160
Intake Program									
- External Debt			111						111
- Transfer from Prior Year Authorization			11	100	100	100	100		411
- Internal Financing		534							
Total Intake Program	2-126	534	122	100	100	100	100		522
TOTAL INNOVATION, TRANSFORMATION AND TECHNOLOGY		11,353	6,776	4,951	4,460	2,770	2,151	3,619	24,727
CUSTOMER SERVICE AND COMMUNICATIONS									
311 Renewal	2-127		122	100		100			322
TOTAL CUSTOMER SERVICE AND COMMUNICATIONS			122	100		100			322
ASSESSMENT AND TAXATION									
Assessment Automation	2-128	350		237	312		250	312	1,111
Local Improvements - Ongoing Program									
- Cash to Capital		180			100			100	200
- Transfer from Prior Year Authorization (Cash to Capital)		220							
- Transfer from Prior Year Authorization (External Debt)		880							
- External Debt		720	630	350		480	147		1,607
Total Local Improvements - Ongoing Program	2-129	2,000	630	350	100	480	147	100	1,807
TOTAL ASSESSMENT AND TAXATION		2,350	630	587	412	480	397	412	2,918

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
TRANSIT									
Transit Information Technology Program (formerly Innovative Transit Program)	2-130	700		500	325	500	325	325	1,975
Transit Building Replacement / Refurbishment	2-131		336	600	600	828	881	600	3,845
Transit Roof Replacement and Ventilation Upgrade (formerly Transit Building Roof Replacement and Ventilation Upgrade)									
- Cash to Capital		522		1,947	1,500	1,500			4,947
- Public Transit Infrastructure Fund (Federal Government)		875							
- Public Transit Infrastructure Fund (Provincial Government)		438							
- External Debt			1,500				1,800		3,300
- Retained Earnings		500							
Total Transit Roof Replacement and Ventilation Upgrade	2-132	2,335	1,500	1,947	1,500	1,500	1,800		8,247
Garage Improvements - Phase 2									
- Cash to Capital		750							
- Public Transit Infrastructure Fund (Federal Government)		750							
Total Garage Improvements - Phase 2		1,500							
Transit Buses									
- Cash to Capital			1,969	3,979	4,331	5,390	4,491	3,774	23,934
- Transit Bus Replacement Reserve							10,889	12,268	23,157
- Federal Gas Tax		16,188	6,442	6,735	6,735	7,027	7,627	7,627	42,193
- External Debt		4,889	8,549	10,424	10,671	9,943			39,587
- Transfer from Prior Year Authorization - Federal Gas Tax		1,132							
- Retained Earnings			4,000						4,000
Total Transit Buses	2-133	22,209	20,960	21,138	21,737	22,360	23,007	23,669	132,871
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass									
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve		1,780	14,460	14,720	14,760	14,880	15,190	15,280	89,290
- P3 Annual Service / Financing Payments (Province)		(80)							
- P3 Annual Service / Financing Payments (City)		(1,700)	(11,070)	(11,330)	(11,370)	(11,490)	(11,800)	(11,890)	(68,950)
- External Debt Annual Service Payments (City)			(3,390)	(3,390)	(3,390)	(3,390)	(3,390)	(3,390)	(20,340)
Total Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	2-135								

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
Transit Safety Management Practices									
- Retained Earnings		165							
Accessibility Program	2-137	500	500	250	250	250	250	250	1,750
Bus Communication Modernization									
- Federal Gas Tax		1,140							
Heavy Shop Equipment Replacement Program									
- Cash to Capital		928		200	200	200	200	200	1,000
- Public Transit Infrastructure Fund (Federal Government)		877							
Total Heavy Shop Equipment Replacement Program	2-138	1,805		200	200	200	200	200	1,000
Hoist Replacement at Fort Rouge Garage									
- Cash to Capital		750				545	2,271		2,816
- Public Transit Infrastructure Fund (Federal Government)		650							
- External Debt			1,500	2,500	1,500	955	1,729		8,184
Total Hoist Replacement at Fort Rouge Garage	2-139	1,400	1,500	2,500	1,500	1,500	4,000		11,000
Rapid Overhead Doors at Washrack									
- Cash to Capital		350							
- Public Transit Infrastructure Fund (Federal Government)		250							
Total Rapid Overhead Doors at Washrack		600							
Administration and Control Centre Radio Replacement									
- Retained Earnings		1,000							
Land Acquisition									
- Retained Earnings		1,000							
Bus Operator Compartment Safety Shields									
- Cash to Capital		3							
- Federal Gas Tax		551							
- Retained Earnings		2,596							
Total Bus Operator Compartment Safety Shields		3,150							
Electric Bus Study									
- Retained Earnings		1,000							
Heated Bus Shelter Program									
- Cash to Capital		536							
- Retained Earnings		495	1,500	1,500	1,500	1,500			6,000
Total Heated Bus Shelter Program	2-140	1,031	1,500	1,500	1,500	1,500			6,000
Low Income Bus Pass									
- Retained Earnings	2-141	236	139						139
TOTAL TRANSIT		39,771	26,435	28,635	27,612	28,638	30,463	25,044	166,827

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
WATERWORKS SYSTEM									
Waterworks System - Supply and Treatment									
Financed by Waterworks Retained Earnings:									
Shoal Lake Aqueduct Condition Assessment and Rehabilitation (formerly Shoal Lake Aqueduct Asset Preservation)	2-142		200	520	2,000	1,030	1,650	3,700	9,100
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-143			2,050	5,450		4,265	585	12,350
Branch Aqueduct Condition Assessment and Rehabiliation (formerly Aqueduct Condition Assessment and Rehabilitation)									
- Retained Earnings						1,000		1,000	2,000
- Transfer from Prior Year Authorization - Retained Earnings			1,000						1,000
Total Branch Aqueduct Condition Assessment and Rehabilitation	2-144		1,000			1,000		1,000	3,000
Tache Booster Pumping Station	2-145	785		1,000			1,300	685	2,985
Pumping Stations and Reservoirs Structural Upgrades	2-146		800						800
Chlorination Upgrading at Pumping Stations	2-147			3,575					3,575
Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-148	4,125	2,690						2,690
Waterworks System Security Upgrades	2-149		500						500
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-150			575					575
Deacon Reservoir Cell Rehabilitation	2-151							100	100
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-152				350	985			1,335
Deacon Site Flood Protection									
- Retained Earnings			25						25
- Transfer from Prior Year Authorization - Retained Earnings			1,825						1,825
Total Deacon Site Flood Protection	2-153		1,850						1,850
HVAC Upgrades at Pumping Stations	2-154		4,090						4,090
Ultraviolet Light Disinfection System Upgrade									
- Retained Earnings				1,735					1,735
- Transfer from Prior Year Authorization - Retained Earnings			855						855
Total Ultraviolet Light Disinfection System Upgrade	2-155		855	1,735					2,590
Discharge Meter Upgrades at the In-town Pumping Stations	2-156	150		3,950					3,950
Water Treatment Plant Asset Refurbishment and Replacement Program	2-157	575	470	5,530					6,000
Pumping Stations Reliability Upgrades	2-158			200					200
Study of Backup Power Supply for the Hurst Pumping Station	2-159			425					425
Water Conservation and Efficiency Study		155							
Total Waterworks System - Supply and Treatment		5,790	12,455	19,560	7,800	3,015	7,215	6,070	56,115

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET	PRELIMINARY CAPITAL						6 YEAR TOTAL
			BUDGET	FORECAST					
		2019	2020	2021	2022	2023	2024	2025	2020-2025
Waterworks System - Distribution									
Financed by Waterworks Retained Earnings:									
Feeder Main Condition Assessment and Rehabilitation	2-160	**350**	**3,550**	**200**	**500**	**200**	**1,150**	**1,860**	**7,460**
Water Meter Renewals									
- Retained Earnings			**450**						**450**
- Water Meter Renewal Reserve								**16,000**	**16,000**
Total Water Meter Renewals	2-161		**450**					**16,000**	**16,450**
Public Water Outlets		**475**							
Water Main Renewals									
- Water Main Renewal Reserve	2-162	**16,500**	**17,500**	**18,000**	**18,500**	**19,000**	**20,000**	**20,500**	**113,500**
Customer Billing and Work Management Systems Upgrades Program	2-163	**185**	**1,045**	**2,200**	**350**	**550**	**750**	**600**	**5,495**
Customer Care and Billing - iNovah Integration		**130**							
Automated Remittance Processing		**400**							
Application and Data Integration	2-164		**250**	**250**	**350**	**400**	**565**	**515**	**2,330**
Digital Enablement for Plant and Field Employees	2-165	**530**	**1,300**	**750**	**750**	**750**	**500**	**500**	**4,550**
Information Technology Cybersecurity Review		**340**							
GIS Enhancements		**300**							
Laboratory Information Management System Upgrade and Enhancement	2-166		**1,050**						**1,050**
Total Waterworks System - Distribution		**19,210**	**25,145**	**21,400**	**20,450**	**20,900**	**22,965**	**39,975**	**150,835**
TOTAL WATERWORKS SYSTEM (Utility Supported)		**25,000**	**37,600**	**40,960**	**28,250**	**23,915**	**30,180**	**46,045**	**206,950**
SEWAGE DISPOSAL SYSTEM									
Sewage Disposal System - Treatment									
Financed by Sewage Disposal System Retained Earnings:									
Sludge Drying Beds Decommissioning	2-167						**375**		**375**
Process Control System Master Plan and Upgrade	2-168			**3,000**			**7,000**		**10,000**
Asset Refurbishment and Replacement Program									
- Retained Earnings		**5,000**	**6,000**	**5,000**	**2,000**	**5,000**	**5,000**	**5,000**	**28,000**
- Transfer from Prior Year Authorization - Retained Earnings		**1,000**							
Total Asset Refurbishment and Replacement Program	2-169	**6,000**	**6,000**	**5,000**	**2,000**	**5,000**	**5,000**	**5,000**	**28,000**
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	2-170			**500**					**500**
Total Sewage Disposal System - Treatment		**6,000**	**6,000**	**8,500**	**2,000**	**5,000**	**12,375**	**5,000**	**38,875**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
Sewage Disposal System - Collection									
Financed by Sewage Disposal System Retained Earnings:									
Arc Flash Hazard Analysis and Remediation	2-171	**879**	**385**	**320**	**270**				**975**
D'Arcy Lift Station Load Shedding Upgrade	2-172			**400**					**400**
Lift Stations Upgrading	2-173	**2,825**	**2,925**	**6,250**	**6,250**	**3,250**	**6,500**	**7,000**	**32,175**
River Crossings Monitoring and Rehabilitation									
- Retained Earnings		**450**	**6,200**	**950**	**1,700**	**600**		**5,000**	**14,450**
- Transfer from Prior Year Authorization - Retained Earnings		**250**							
Total River Crossings Monitoring and Rehabilitation	2-174	**700**	**6,200**	**950**	**1,700**	**600**		**5,000**	**14,450**
Combined Sewer Overflow and Basement Flood Management Strategy									
- Environmental Projects Reserve	2-175	**31,100**	**31,610**	**23,110**	**29,120**	**30,000**	**32,000**	**34,160**	**180,000**
Comminutor Chamber Rehabilitation Program	2-176	**1,200**	**1,300**						**1,300**
Southwest Interceptor River Crossing	2-177	**1,100**					**5,000**	**35,000**	**40,000**
Wastewater Services Facilities Plan	2-178		**350**						**350**
Environmental Standards Laboratory Facility Plan	2-179						**530**		**530**
Sewer Renewals									
- Sewer System Rehabilitation Reserve		**17,500**	**7,000**	**17,500**	**18,000**	**18,500**	**21,000**	**21,000**	**103,000**
- Transfer from Prior Year Authorization			**10,000**						**10,000**
Total Sewer Renewals	2-180	**17,500**	**17,000**	**17,500**	**18,000**	**18,500**	**21,000**	**21,000**	**113,000**
Departmental Levels of Service Framework	2-181		**200**						**200**
Water and Waste Department (WWD) Business Intelligence	2-182	**600**	**1,050**	**1,550**	**300**	**300**	**1,100**	**550**	**4,850**
Customer Billing and Work Management Systems Upgrades Program	2-183	**185**	**1,045**	**2,200**	**350**	**550**	**750**	**600**	**5,495**
Digital Customer Solutions	2-184	**1,600**	**500**	**500**	**350**	**350**	**715**	**715**	**3,130**
WWD Document Management System	2-185	**500**	**500**	**250**	**250**				**1,000**
WWD Learning Management System	2-186						**565**		**565**
Total Sewage Disposal System - Collection		**58,189**	**63,065**	**53,030**	**56,590**	**53,550**	**68,160**	**104,025**	**398,420**
TOTAL SEWAGE DISPOSAL SYSTEM (Utility Supported)		**64,189**	**69,065**	**61,530**	**58,590**	**58,550**	**80,535**	**109,025**	**437,295**
SOLID WASTE DISPOSAL SYSTEM									
Solid Waste Disposal System - Landfill									
Financed by Landfill Rehabilitation Reserve:									
Brady Road Resource Management Facility - Cell Construction									
- Retained Earnings	2-187	**2,500**	**700**	**1,200**	**750**	**1,300**	**500**		**4,450**
Brady Road Resource Management Facility - Site Improvements	2-188	**200**		**200**					**200**
Brady Road Resource Management Facility - Alternative Energy Project									
- External Debt	2-189				**2,500**				**2,500**
Brady Road Resource Management Facility - Onsite Leachate Management		**450**							
Closed Landfill Site Improvement	2-190	**225**	**970**	**100**	**100**	**100**			**1,270**
Soil Fabrication for Landfill Cover	2-191			**1,250**	**1,300**	**1,300**	**1,350**	**1,400**	**6,600**
Total Solid Waste Disposal System - Landfill		**3,375**	**1,670**	**2,750**	**4,650**	**2,700**	**1,850**	**1,400**	**15,020**

CAPITAL PROJECTS SUMMARY *(in Thousands of $)*	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
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		**250**							
Comprehensive Integrated Waste Management Strategy (CIWMS) - Review	2-192					**450**			**450**
Source Separated Organics - First charge against the 2020 Capital Budget of up to $1.8 million (Council December 12, 2019)	2-193		**1,800**						**1,800**
Collection Management System	2-194				**250**				**250**
Total Solid Waste Disposal System - Collection		**250**	**1,800**		**250**	**450**			**2,500**
TOTAL SOLID WASTE DISPOSAL SYSTEM (Utility Supported)		**3,625**	**3,470**	**2,750**	**4,900**	**3,150**	**1,850**	**1,400**	**17,520**
LAND DRAINAGE UTILITY									
Land Drainage and Flood Control									
Financed by Transfer from Sewage Disposal System Fund:									
Flood Pumping Station Rehabilitation									
- Transfer from Sewage Disposal System Fund		**129**	**500**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**5,500**
- Transfer from Prior Year Authorization		**871**	**500**						**500**
Total Flood Pumping Station Rehabilitation	2-195	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**6,000**
Land Drainage Sewers - Regional / Local Streets	2-196	**1,000**					**100**	**100**	**200**
Land Drainage and Combined Sewers Outfall Gate Structures	2-197	**1,870**	**2,680**						**2,680**
Stormwater Retention Basin Upgrades (formerly Stormwater Retention Basin Revetments)	2-198			**430**			**485**		**915**
Lot 16 Drain Slope Stabilization Works		**1,175**							
St. Boniface Hospital Primary Line of Defence (PLD) Slope Stability Analysis and Stabilization Works		**150**							
Outfall Rehabilitation	2-199	**2,000**	**2,000**	**2,000**	**4,000**	**3,500**	**3,500**	**4,000**	**19,000**
Development Agreement Paybacks									
- Developer Capacity Charges				**500**	**700**	**1,000**	**1,700**	**500**	**4,400**
- Transfer from Sewage Disposal System Fund				**540**					**540**
Total Development Agreement Paybacks	2-200			**1,040**	**700**	**1,000**	**1,700**	**500**	**4,940**
TOTAL LAND DRAINAGE UTILITY (Utility Supported)		**7,195**	**5,680**	**4,470**	**5,700**	**5,500**	**6,785**	**5,600**	**33,735**

CAPITAL PROJECTS SUMMARY (in Thousands of $)	VOL 3 PAGE NO.	ADOPTED BUDGET 2019	PRELIMINARY CAPITAL BUDGET 2020	FORECAST 2021	2022	2023	2024	2025	6 YEAR TOTAL 2020-2025
SPECIAL OPERATING AGENCIES									
WINNIPEG FLEET MANAGEMENT AGENCY									
Financed by Accumulated Surplus (Retained Earnings):									
Shop Tools & Equipment Upgrades	2-201	**627**	**255**	**265**	**245**	**255**	**255**	**255**	**1,530**
Power Tools	2-202	**150**	**125**	**125**	**125**	**125**	**125**	**125**	**750**
Fuel Site Upgrades and Improvements	2-203	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**1,200**
Building Renovations	2-204		**214**	**160**	**225**	**190**	**197**	**197**	**1,183**
Fleet Asset Acquisitions - External Debt	2-205	**22,336**	**15,178**	**15,670**	**15,670**	**15,670**	**15,670**	**15,670**	**93,528**
Fleet Software Application	2-206			**929**					**929**
TOTAL WINNIPEG FLEET MANAGEMENT AGENCY		**23,313**	**15,972**	**17,349**	**16,465**	**16,440**	**16,447**	**16,447**	**99,120**
WINNIPEG PARKING AUTHORITY									
Financed by Accumulated Surplus (Retained Earnings):									
Automated License Plate Recognition (ALPR) Program	2-207	**121**	**178**	**126**	**172**	**137**	**238**	**149**	**1,000**
Parking Access & Revenue Control System	2-208		**373**						**373**
Enhanced Security - Millennium Library Parkade - Destination Marketing Reserve	2-209		**100**						**100**
TOTAL WINNIPEG PARKING AUTHORITY		**121**	**651**	**126**	**172**	**137**	**238**	**149**	**1,473**

Return to Table of Contents

Service Based Budget – Services By Policy Area

Service	Sub-Service
Infrastructure Renewal and Public Works	
Roadway Constr. and Maintenance	Bridge Constr. & Maint.
	Regional Streets Constr. & Maint.
	Local Streets Constr. & Maint.
	Regional Sidewalk Constr. & Maint.
	Local Sidewalk Constr. & Maint.
Transp. Planning and Traffic Mgmt.	Transportation Plan & Design
	Traffic/Right of Way Management
Roadway Snow Rmvl. and Ice Cont.	Regional Streets Snow & Ice Removal
	Local Streets Snow & Ice Removal
	Sidewalk Snow & Ice Removal
	Park & 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/Public Art
	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 and Flood Control	Flood Control
	Land Drainage
	Waterways Management
Solid Waste Collection and Solid Waste Disposal	Solid Waste Collection
	Solid Waste Disposal
Recycling and Waste Diversion	Recycling
	Waste Diversion
Property and Development, Heritage and Downtown Development	
City Planning	Area Dev. & Renewal Planning
	City-wide Long Range Planning
Neighbourhood Revitalization	Housing Initiatives
Development Approvals, Building Permits and Inspections	Residential Dev. Approvals & Inspection
	Commercial Dev. Approvals & Insp.
Heritage Conservation	Heritage Conservation
Property Asset Management	Municipal Accommodations
	Land and Property
	Pool Facilities
	Arena Facilities
	Recreation Centres
	Community Centre Facilities
Cemeteries	Cemeteries
Innovation and Economic Development	
Innovation, Transformation and Technology	Innovation
	Information Technology
	Enterprise Architecture
	Enterprise Transformation
Economic Development	Economic Development
Animal Services SOA	Animal Control & Care
Winnipeg Fleet Management SOA	Fleet Management
Golf Services SOA	Golf Courses
Winnipeg Parking Authority SOA	Parking Facilities
	On Street Parking Enforcement
	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 and Enforcement	Traffic Safety and Enforcement-Automated
	Traffic Safety and Enforcement-Officer
	Traffic Safety and Enforcement-Division
Fire and Rescue Response	Fire Suppression and Life Rescue
	Special Rescue
	Fire Investigation
	Fire Paramedic Response
Fire and Injury Prevention	Fire & Injury Prevention Education
	Fire Inspection
Medical Response	Emergency Ambulance
	Medical Transfers
	Community Paramedicine
Emergency Management	Emergency Management
Recreation	Arenas
	Aquatics Services
	Recreation Services
	Community Centres
Parks and Urban Forestry	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
Community Liveability	Community By-law Enforcement
	Vacant Building Enforcement
	Bicycle Recovery
	Community Crisis Response
	Community Grants
	Community Development
Libraries	Library Circulation
	Library Information
	Children's Library
Arts, Entertainment and Culture	Arts, Entertainment & Culture Grants
	Arts, Entertainment & Culture Events
	Museums
	Assiniboine Park Conservancy
Insect Control	Insect Control
Executive Policy	
Organizational Support Services	Chief Administrative Offices
	Communications
	Financial Management
	Human Resource Management
	Infrastructure Planning
	Indigenous Relations
	Legal Services
Assessment, Taxation & Corporate	Assessment & 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.

Administrative Buildings - Facilities or assets that do not contain or provide services to the public (i.e. facilities which are solely accessed by city staff and/or suppliers)

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.

Glossary

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 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 Cycle - A four-year budget cycle beginning with operating and capital budgets adopted by Council in the first full year following a general election of members of Council as provided for in this Policy.

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 four years of budget information, including the current-year adopted budget and three projection years.

Budget Working Group – The working group of Councillors with the functions outlined in the Multi-Year Budgeting Policy and consists of members of council appointed by the Mayor.

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 when 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 - The annual plan of the capital projects to be undertaken by the City, together with the method of financing for each. In accordance with the City of Winnipeg Charter, a capital budget must be prepared and approved for the current year and the subsequent five

Glossary

years (forecast years). 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 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.

Chief Financial Officer - is the Council-appointed statutory officer mandated by the City of Winnipeg Charter.

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.

Glossary

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.

Computer, Critical Systems and Support 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

Glossary

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 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 Council approved policy or 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).

Glossary

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.

Entertainment Funding Tax Refundable - Goldeyes - The Winnipeg Goldeyes has a long term arrangement expiring July 2023 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 expiring in 2029 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.

Glossary

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 (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

Glossary

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

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

Glossary

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.

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.

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

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

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.

General Revenue Fund – The accounting fund created to account for tax-supported operations, which include but are not limited to services provided by the City such as police, fire, ambulance, library and street maintenance.

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.

Glossary

Grant - means money, goods, or in-kind contributions provided to a recipient without consideration in return, other than recognition for the grant.

A listing of operating, capital and reserve grants/payments is included in the annual operating budget in Appendix 2.

Grant (Annual) - 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.

Grant (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.

Grant (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.

Grant (In-kind contributions) - goods or services provided to a recipient for free or at a reduced rate.

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.

Glossary

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 or decreased by an amount equal to the rate of construction inflation or rate of construction deflation for the previous year, to a maximum of 5% per year.

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.

In-Kind Contributions - see Grant (In-kind contributions).

Insect Control Reserve - On March 23, 2005, City Council approved the establishment of the Insect Control 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.

Glossary

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.

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.

Glossary

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. Funds from this reserve will be used annually to fund the local street component of the Regional and Local Street Renewal program and the repair, renewal and/or replacement of bridges. 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 purposes other than local streets, lanes, sidewalk, and bridge 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 2020 the threshold was $24 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.

Glossary

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.

Multi-year budget - *The annual operating and capital budgets adopted by Council together with operating budget projections for an additional three years and capital budget forecast for an additional five years.*

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 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.

Not for Profit Organization - a club, society or association that is organized and operated exclusively for social welfare, civic improvement, pleasure or recreation or for any other purpose except profit.

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.

Glossary

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.

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.

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.

Glossary

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.

Regional Street Renewal Reserve - The Regional Street Renewal Reserve was established in 2014 to increase investment in regional streets and sidewalks. Funds from this reserve will be used annually to find the regional street component of the Regional and Local Street program and the repair, renewal and/or replacement of bridges. A separate property tax increase will fund this new reserve each year to ensure a dedicated funding system for regional streets. Use of the Regional Street Renewal Reserve for purposes other than regional streets, sidewalk, and bridge 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, 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

Glossary

- Financial Stabilization Reserve
- General Purpose Reserve
- Golf Course Reserve
- Heritage Investment Reserve
- Housing Rehabilitation Investment Reserve
- Impact Fee Reserve
- Insect Control 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
- Water Main Renewal Reserve
- Water Meter Renewal Reserve
- Workers Compensation Reserve

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

Glossary

- 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 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.

Glossary

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.

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

Glossary

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 Council approved the establishment of the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve for the purpose of setting aside funding for the P3 annual service / financing payments commencing in 2019 for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project.

The funding source from the City was originally approved as dedicated property tax revenue transferred from the General Revenue Fund, a one-time fare increase in 2016 and an annual grant from the Province. Subsequently, the one-time fare increase was removed and the Province has advised the annual grant will not be provided. A 2/3 vote of Council is required in order for the use of funds to be other than those stipulated.

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 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 and Economic Development; 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.

Glossary

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.

Transit Plus - 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, 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.

Vacancy Management - Estimated savings derived from delaying the filling of vacant positions which were budgeted for.

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.

Glossary

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.

Water Main 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 Water Main Renewal Reserve is water rates.

The Director of Water and Waste is the Fund Manager.

Water Meter Renewal Reserve - On January 30, 2020, City Council authorized the establishment of the Water Meter Renewal Reserve to fund a program for the replacement and renewal of water meters with advanced meters. The reserve is funded by customers through the Daily Basic Charge.

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 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.