



# **2017 ADOPTED BUDGET**

## **Operating and Capital Volume 2**

Adopted by Council – December 13, 2016



# **City of Winnipeg**

## **2017 Adopted Budget Operating and Capital Volume 2**

**Adopted by Council December 13, 2016**

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## 2017 Adopted Budget At A Glance



The tax-supported budget is balanced at \$1,079,508,520.



It limits tax-supported expenditure growth to 2.31%, the lowest budgeted increase in over 10 years.



The entire 2.33% property tax increase is dedicated to infrastructure.



It includes zero rate increase to the water and sewer dividend.



It includes zero rate increase to the frontage levy.



Vacancy management estimate is decreased from \$20.9 million to \$18.5 million.



It relies on no new fees or charges, and the Impact Fee is not used as a funding source for operating and capital programs in 2017.



It reduces the Business Tax rate to 5.25%, a 7.9% rate reduction from 5.7% three years ago.



It invests a record \$105.2 million to fix and upgrade local and regional roads.



It increases funding for police that is in-line with inflation and consistent with the Winnipeg Police Board strategic plan.



It increases funding for fire and paramedic services.



It invests \$13.5 million into active transportation, a 57% increase from 2016.



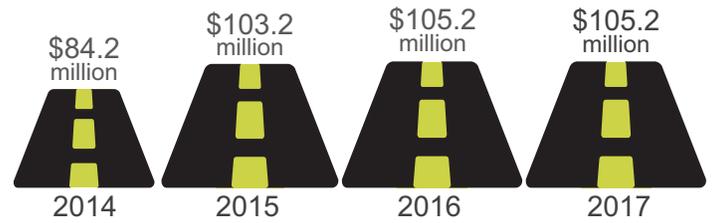
It includes a capital investment of \$433 million, a \$74 million increase over the amount forecasted in the 2016 budget.



It continues the \$1 million Innovation Capital Fund to encourage and support efficiencies and innovation.

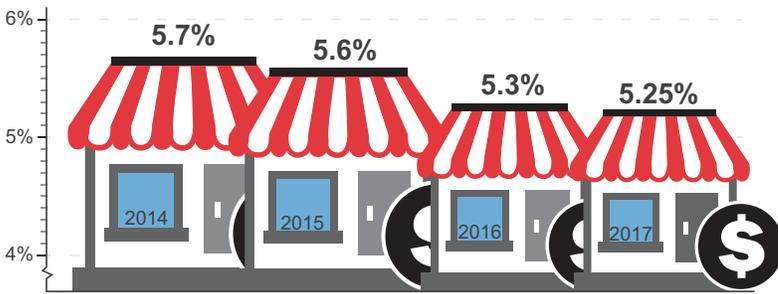


- The 2017 budget includes:
- Zero rate increase to the frontage levy
  - Zero rate increase to the water and sewer dividend
  - Zero increase to overall vacancy management estimates
  - Zero new fees or charges



The 2017 budget maintains record investments in road renewal.

## Business Tax Rate, 2014-2017



7.9% rate reduction over the last three years



\$2.5 million towards a new, \$7.9 million library in Transcona



\$4.1 million in 2017 to support the construction of a new recreation facility in south Winnipeg



\$2.4 million towards a total of \$8 million in repairs and upgrades to Seven Oaks



\$2 million in 2017 for two new spray pads located at the North Centennial Recreation and Leisure facility and the Freighthouse

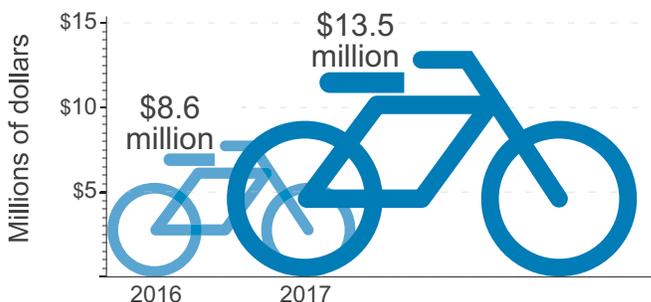


The entire 2.33% property tax increase is dedicated to infrastructure.

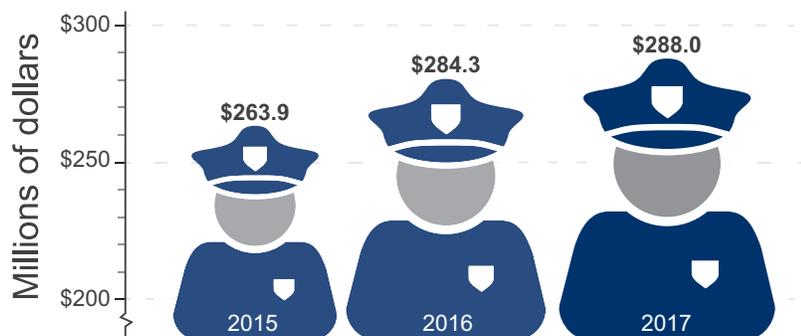


\$5.2 million towards the Tache Promenade project

## 57% Growth in Active Transportation Investment, 2016 vs 2017



## Police Funding, 2015-2017



Increase in-line with inflation and the Winnipeg Police Board Strategic Plan

## Budget at a Glance

(In millions of \$)

### Tax-Supported Operations

	<b>2016 Budget</b>	<b>2017 Budget</b>
Revenue	1055.1	1079.5
Expenditures	1055.1	1079.5
<b>Surplus / (Deficit)</b>	<b>-</b>	<b>-</b>

### Utilities and Full Cost Recovery Operations

	<b>2016 Budget</b>	<b>2017 Budget</b>
Revenue	598.7	620.7
Expenditures	572.5	581.5
<b>Surplus / (Deficit)</b>	<b>26.2</b>	<b>39.2</b>

### Special Operating Agencies

	<b>2016 Budget</b>	<b>2017 Budget</b>
Revenue	74.7	71.5
Expenditures	74.4	73.3
<b>Surplus / (Deficit)</b>	<b>0.3</b>	<b>(1.8)</b>

### Capital

	<b>2016 Budget</b>	<b>2017 Budget</b>
Tax-Supported Operations	369.4	226.8
Utilities and Full Cost Recovery Operations	808.3	206.1
<b>Total</b>	<b>1,177.7</b>	<b>432.9</b>

Note: The budgets are presented on a gross basis and are not "consolidated". Therefore, inter-fund transactions have not been eliminated.



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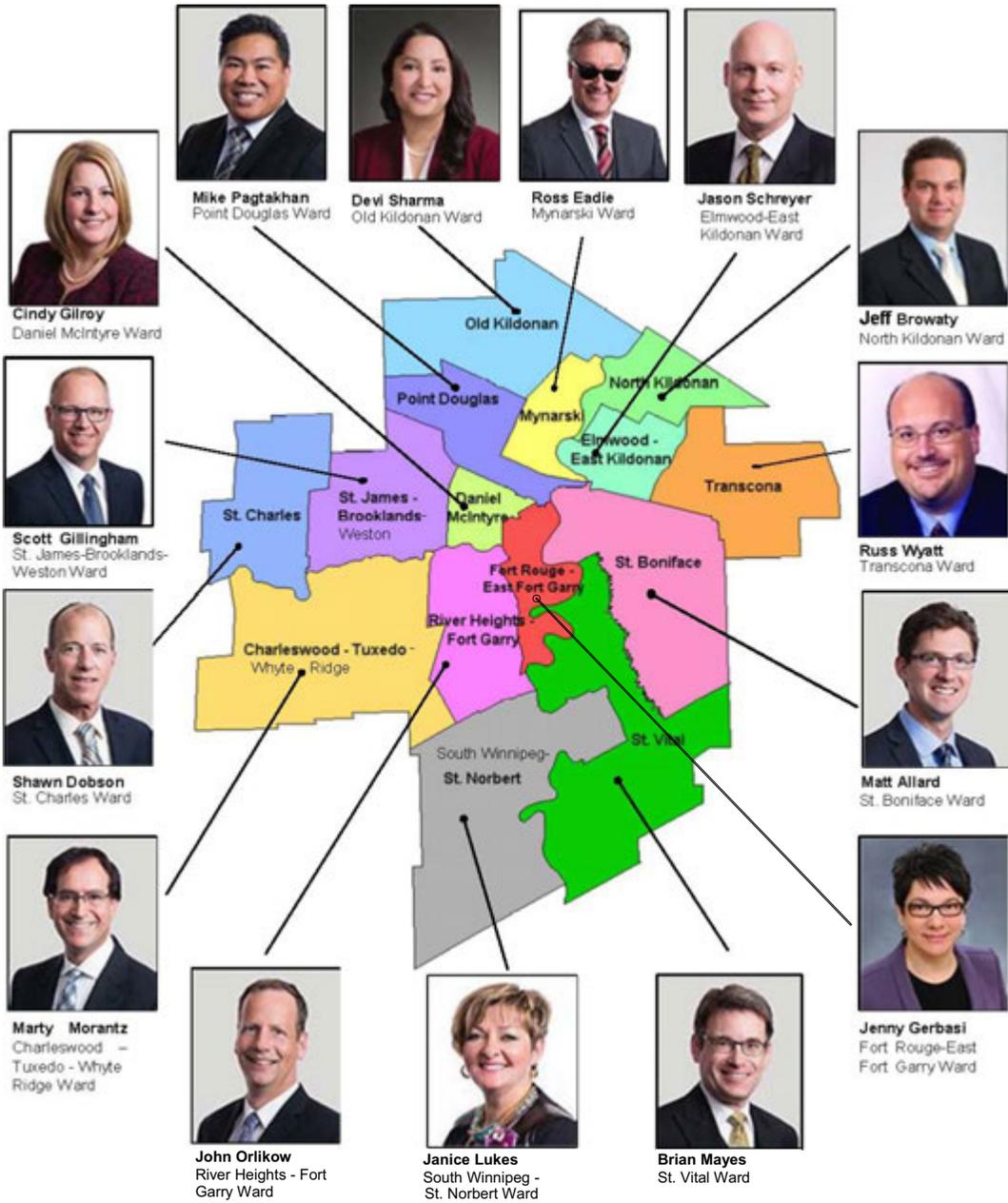
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# City of Winnipeg Council



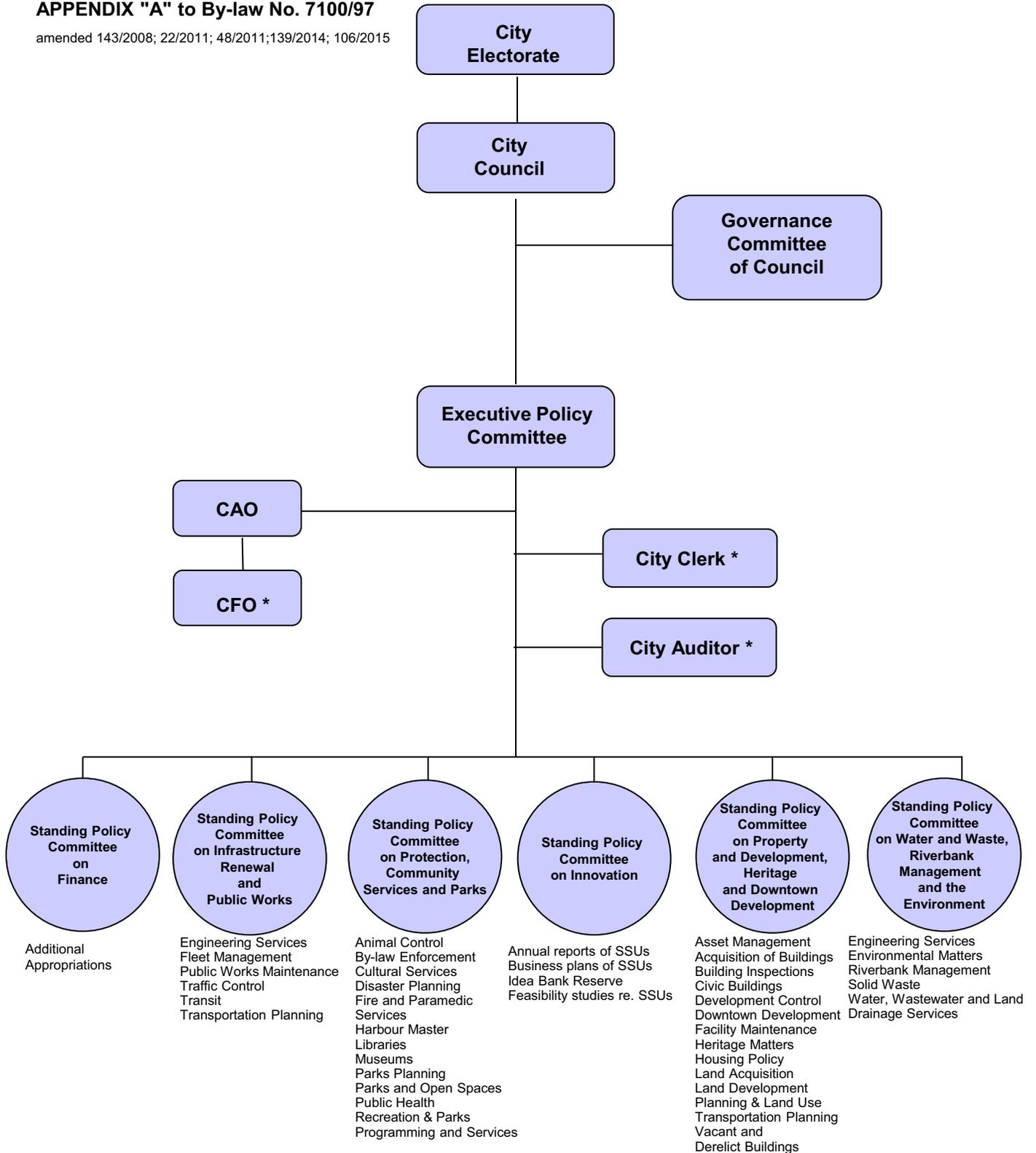
**Mayor Brian Bowman**



# City of Winnipeg Organization

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

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



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



# 2017 Adopted Operating and Capital Budgets

December 13, 2016

# Overview



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



# 2017 Budget Priorities



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



Autumn in Old Market Square on King Street

# Budget Context



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

# 2017 Highlights

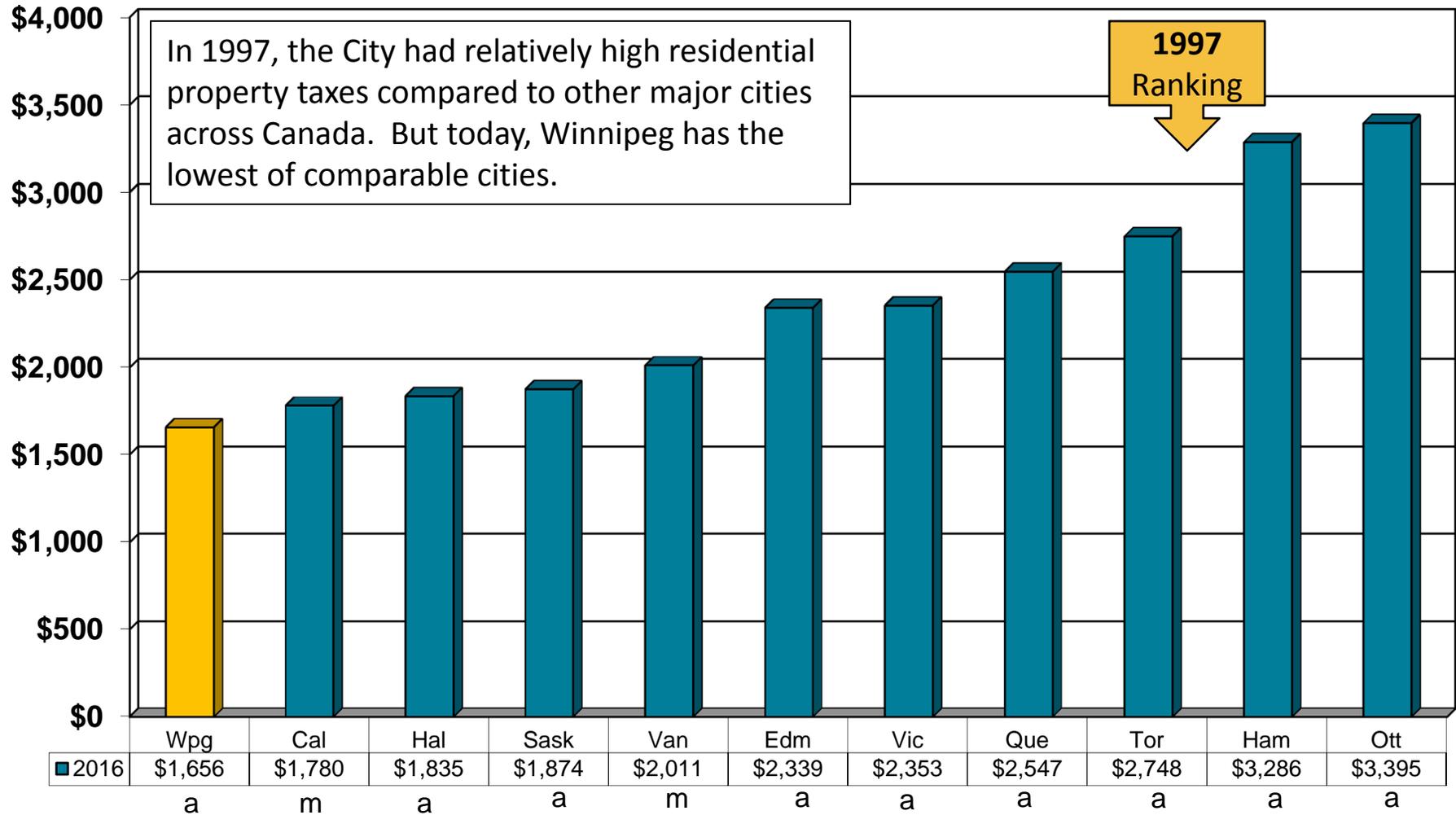


- Annual 2% property tax increase dedicated to capital (1% to each of Regional and Local Street Renewal Programs)
- .33% property tax increase dedicated for future payments for the Southwest Rapid Transitway (Stage 2)
- Combined 2.33% property tax increase

# 2016 Municipal Property Tax Comparison



Based on either average or median house values



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

# Property Tax Changes in Cities



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

- Over the last 15 years, other cities have continued to approve annual property tax increases for use for both their operating budgets and their capital / infrastructure budgets.
- Cumulatively these amount to significant increases relative to Winnipeg's 9.0%.
  - 2017 Saskatoon - 1.41% operating, 1.93% roads, 0.55% snow and ice
  - 2017 Regina - 3.18% operating, 1% roads

Source: Cities' websites

P = Proposed

# Average Home Assessed at \$288,190 in 2017



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

# 2017 HIGHLIGHTS



## Powering the Economy and Reducing the Burden on Small Business

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

# 2017 HIGHLIGHTS



## Continued Dedicated Funding Plan for Street Renewal

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

Cumulative Savings / Efficiencies	
2015	\$ 6.5 million
2016	11.0 million
2017	11.0 million
2018	11.5 million
<b>Total</b>	<b>\$40.0 million</b>

# 2017 HIGHLIGHTS



## 2017 Street Renewal Capital Program – \$105.2 million

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



Plessis Underpass

# 2017 HIGHLIGHTS



## 6-Year Street Renewal Program (\$685.2 million)

2017	\$ 105.2 million
2018	106.3 million
2019	107.4 million
2020	108.4 million
2021	127.6 million
2022	130.3 million
<b>Total</b>	<b>\$ 685.2 million</b>



Logan Avenue Reconstruction

# HIGHLIGHTS



## Transit Capital Investment

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



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

# HIGHLIGHTS



## Transit Capital Investment (continued)

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



Bicycle racks on the front of a rapid transit bus

# HIGHLIGHTS



## Transit Operating Investment

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



Transit bus advertising new 'peggo' smart cards

# 2017 HIGHLIGHTS



## Investing in Safe and Secure Communities

- Winnipeg Police Service - \$288.0 million
  - includes pension contribution rate increase from 15.63% to 17.94%
  - Compared to pension rate adjusted 2016 budget of \$284.4 million, increase is \$3.6 million or 1.3%
  - Includes cash to capital of \$3.1 million
- Fire Paramedic Service - \$199.2 million (\$190.3 million in 2016)
  - an increase of \$8.9 million or 4.7%
  - Includes annualization of the expansion of community paramedicine program from 2016, subject to WRHA funding approval
  - Includes cash to capital of \$5.2 million
- Investment in public safety comprises 45.1% of the total tax supported budget

# 2017 HIGHLIGHTS



## Investing in Safe and Secure Communities

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



Play structure at Magnus Eliason Recreation Centre

# 2017 HIGHLIGHTS



## Investing in Safe and Secure Communities

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

# 2017 HIGHLIGHTS



## Investing in Communities

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

# HIGHLIGHTS



## 2017 Canada Summer Games

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



# HIGHLIGHTS



## Efficiencies and Innovation

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

# 2017 HIGHLIGHTS



## Efficiencies and Innovation

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

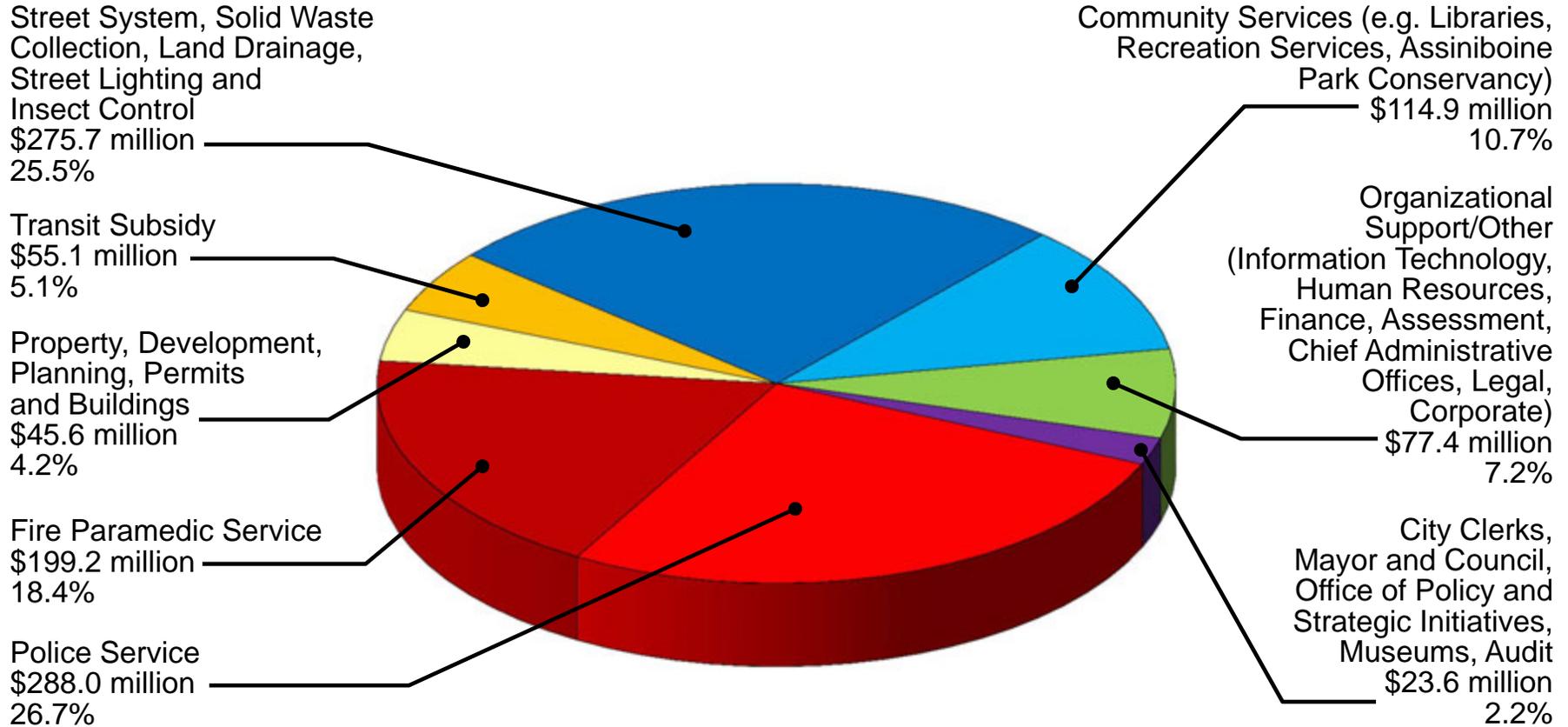
# Tax Supported Operating Budget



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

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

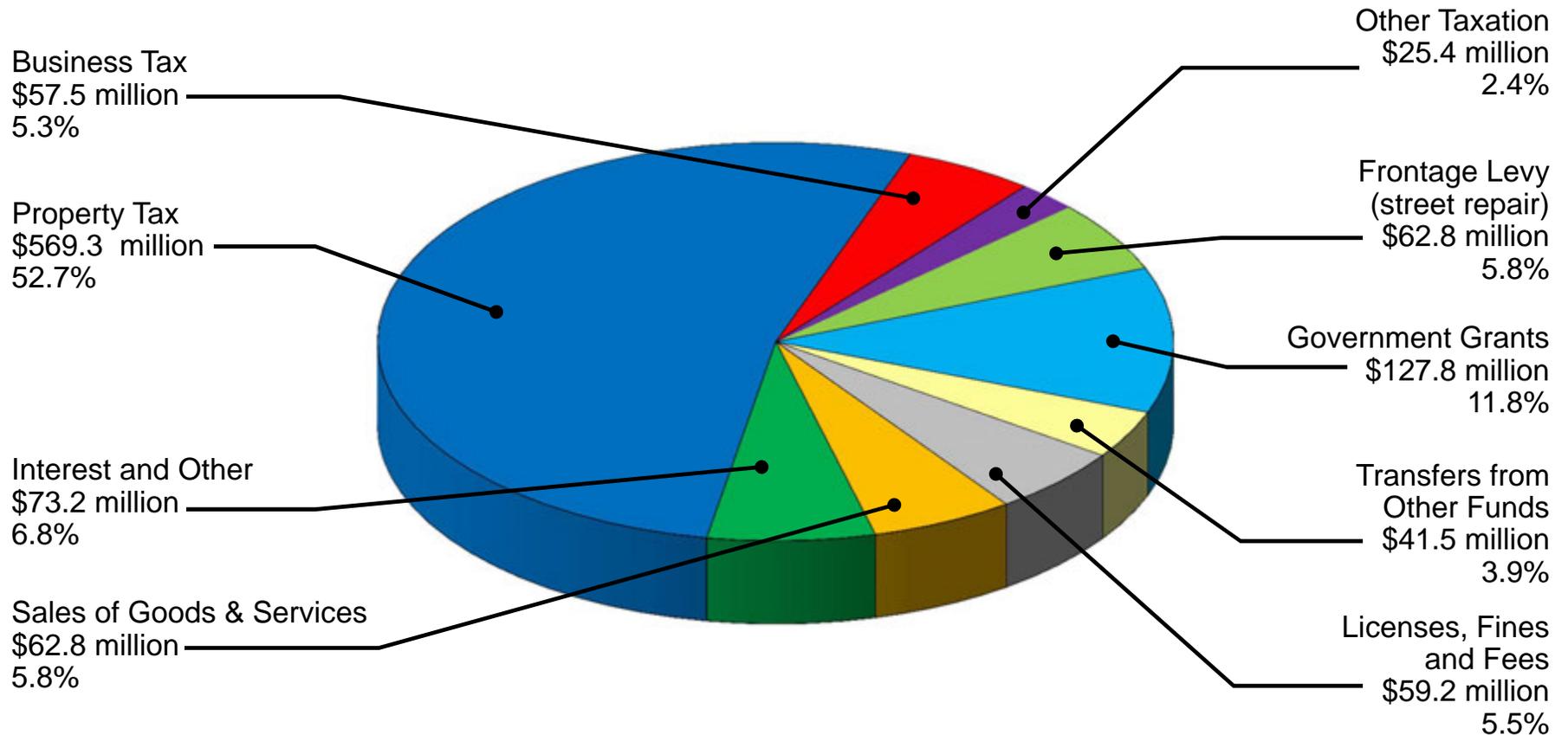
# How is the Money Spent in the Operating Budget?



**2017 Adopted Operating Budget - \$1,079.5 million**

*Tax Supported*

# Where Does the Money Come From in the Operating Budget?



**2017 Adopted Operating Budget - \$1,079.5 million**

*Tax Supported*

# Utility Operations



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

- Some utilities maintain a retained earnings/working capital balance

# Capital Budget Overview



## The City is challenged by aging infrastructure and the infrastructure deficit

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

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

# HIGHLIGHTS



## Strategic 2017 Tax-Supported Capital Investments

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



Concept Drawing of the New Transcona Library

# HIGHLIGHTS



## Strategic Tax-Supported Capital Investments

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



Splash Pad at the St. Vital Outdoor Pool

# HIGHLIGHTS



## Total Capital Budget

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



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

# HIGHLIGHTS



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

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



Replacement of Ness Bridge over Sturgeon Creek

# HIGHLIGHTS



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

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

# HIGHLIGHTS



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

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



New Bicycle Corridor on Sherbrook at Sargent  
Adopted 2017 Operating Budget - Overview



## Debt Strategy - Purpose

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

# Debt Strategy - Best Practices



As At

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

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

# Debt Strategy - Credit Rating

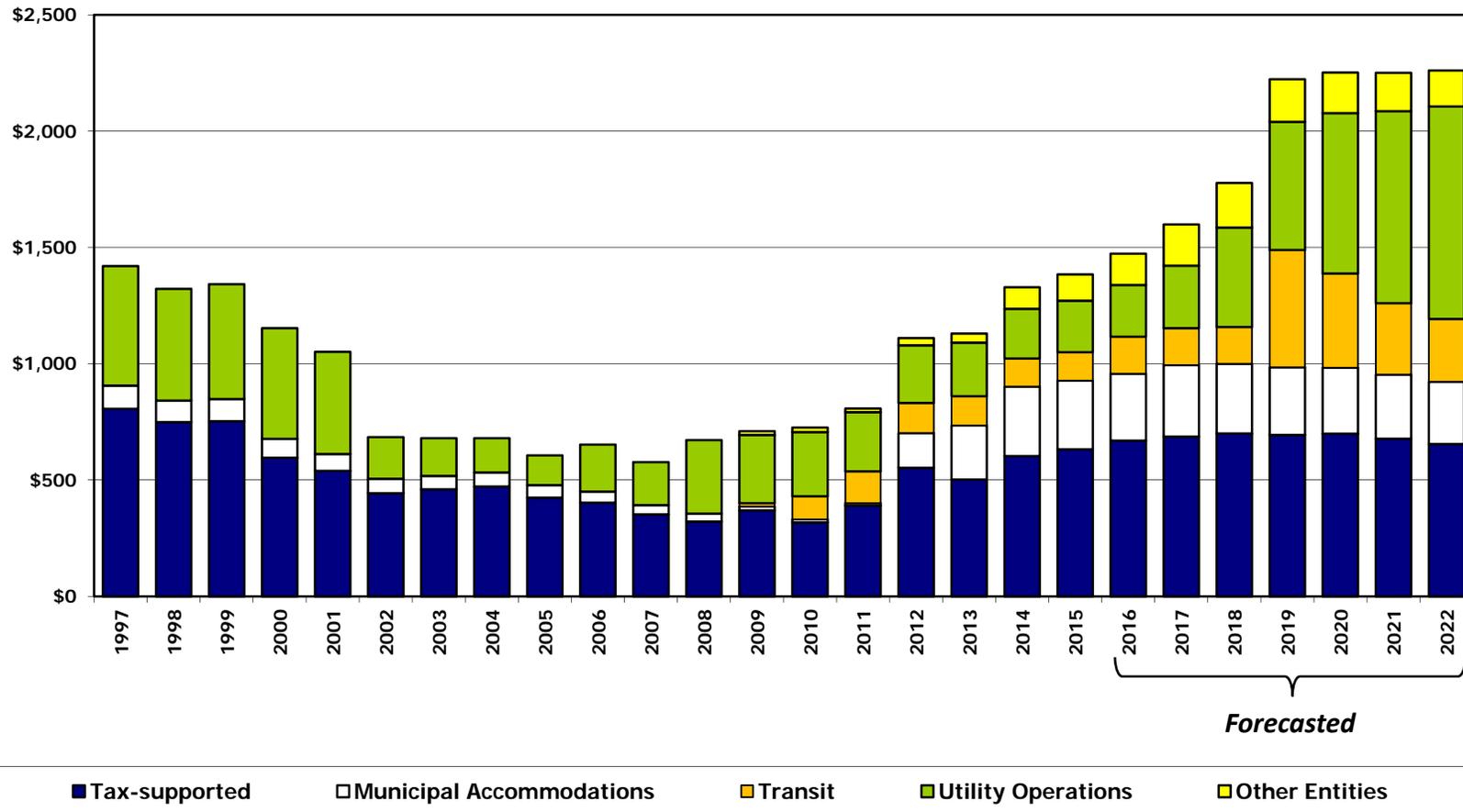


## Standard and Poor's – AA/Stable/since January 2003

(Reaffirmed November 2016)

- Standard and Poor's recently affirmed Winnipeg's AA (Stable) credit rating based on:
  - A very strong economy
  - Strong financial management
  - Management team that is experienced and qualified to effectively enact fiscal policies, as well as effectively respond to external risks
  - Generally broad consensus to implement structural reforms
- **Moody's – Aa2 - stable**
- **The City's credit rating has benefited from:**
  - Disciplined financial planning and a proven track record of operating surpluses
  - A stable and diverse economy
  - Stable and predictable revenue sources (property taxes and user fees)

# Net Debt per Capita Increasing to Address Infrastructure Needs



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

# Future Budget Challenges



## Tax Supported Operating Budget

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

# Future Budget Challenges

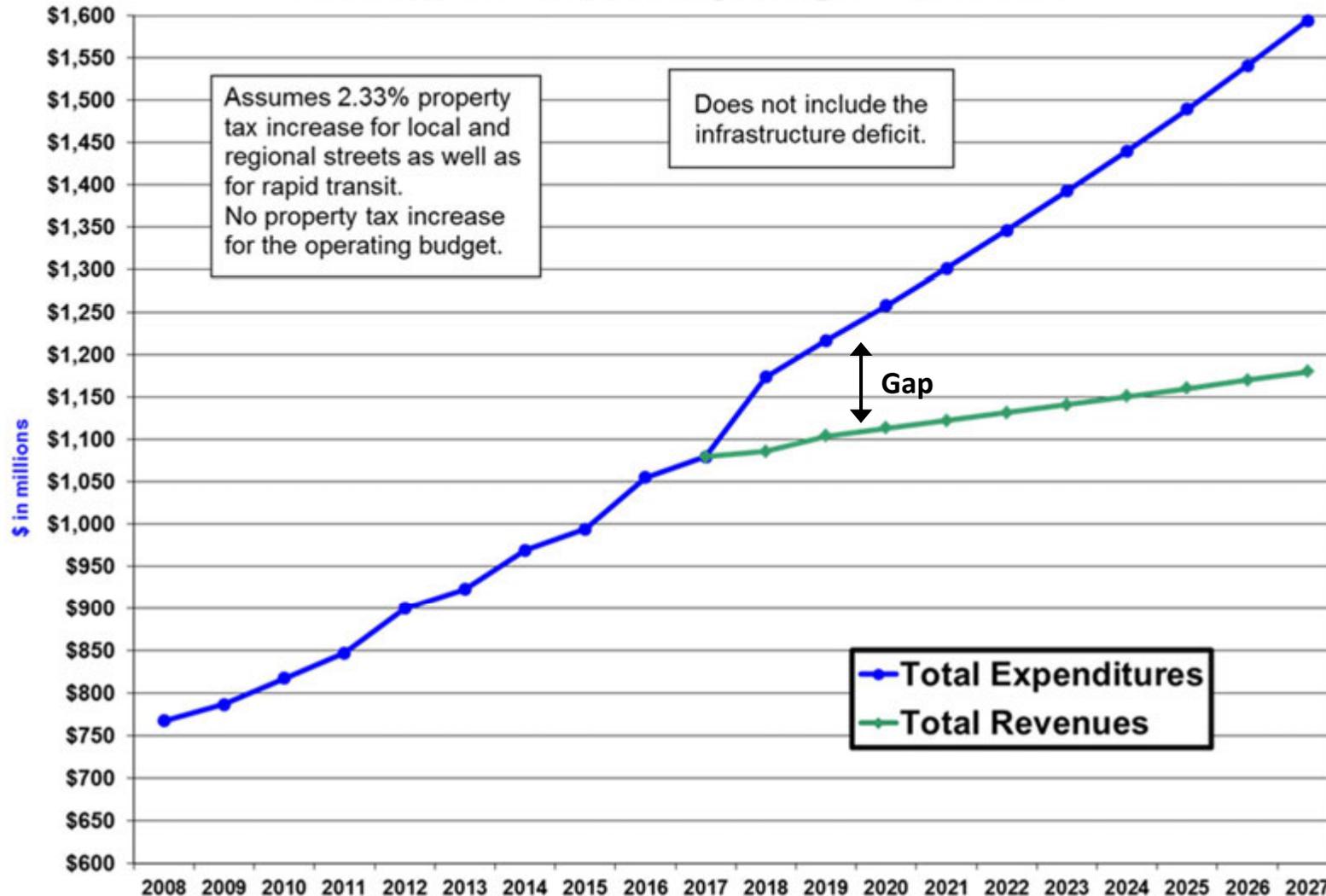


- Reliance on non-recurring one-time revenues and deferral of spending and maintenance costs is non-sustainable
- The City's tax supported budget has a structural deficit: sustainable revenue streams do not cover required expenditures
- Operating and Capital Budgets
  - New long-term growth revenue sources will be required in the future to address the growing structural deficit
  - Winnipeg's infrastructure deficit was estimated at \$3.5 billion in 2009, and is expected to increase to over \$7 billion by 2018
- Monitoring Liquidity

# Future Budget Challenges



**Tax Supported Operating Budget - Forecast**



# Schedule of Meetings



## 2017 Operating and Capital Budgets

Date	Committee
Monday, November 28, 2016 9:30 am	Standing Policy Committee on Water and Waste, Riverbank Management and the Environment
Tuesday, November 29, 2016 9:00 am	Standing Policy Committee on Infrastructure Renewal and Public Works
Friday, December 2, 2016 9:30 am	Standing Policy Committee on Protection, Community Services and Parks
Monday, December 5, 2016 9:00 am	Standing Policy Committee on Property and Development, Heritage and Downtown Development
Tuesday, December 6, 2016 9:30 am	Winnipeg Police Board
Thursday, December 8, 2016 9:00 am	Special Executive Policy Committee to hear delegations on Budgets
Friday, December 9, 2016 9:00 am	Special Executive Policy Committee to consider Standing Policy Committee recommendations and table final recommendations
Tuesday, December 13, 2016 9:30 am	Special Meeting of Council to pass Budgets



# Council Recommendations - Adoption of the 2017 Budget

COUNCIL DECISION (DECEMBER 13, 2016):

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the following recommendations with respect to the 2017-2019 Preliminary Operating Budget be approved:
  - A.
    - i. That the 2017 Preliminary Operating Budget, including the budgets for reserves (Appendix 3), tabled at the Executive Policy Committee meeting on November 22, 2016, be approved with the following amendments:
      - a. That the following increases in grants be offset by a reduction in corporate accounts:
        - (a) A one-time grant increase of \$5,250 in 2017 for a total of \$40,000, for Heritage Winnipeg Corporation;
        - (b) The grant to Mediation Services be increased to \$10,000 per year;
        - (c) A one-time grant of \$7,000 for Take Pride Winnipeg for the completion of the Snow Angels snow clearing pilot program (winter 2016/2017), and that the Winnipeg Public Service be requested to report to the Executive Policy Committee in May 2017, with the results of the pilot and to identify other opportunities for funding, including but not limited to sponsorship opportunities.
      - ii. That the 2018 and 2019 projections be received and submitted to Council as information on the preliminary financial plans for those years.
    - B. That the City's mill rate be increased from 12.766 to 13.063 in 2017, for the purpose of raising revenue as required for the annual operating budget, including a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, a 1% property tax increase dedicated to the renewal of regional streets and sidewalks, and a .33% property tax increase dedicated for payments for the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass project, for a total property tax increase of 2.33% in 2017.

- C.
  - i. That the City's business tax rate be decreased from 5.3% to 5.25% in 2017;
  - ii. That Council enact the attached Small Business Tax Credit by-law under Subsection 219(2) of the City of Winnipeg Charter, which will provide a full rebate of municipal business taxes for businesses with an annual rental value of \$32,220 or less in 2017.
- D. That transfers between funds outlined in the 2017 Operating Budget be approved.
- E. That a transfer from the General Purpose Reserve Fund to the General Revenue Fund be made in 2017 based on the 2016 year-end surplus transferred to the General Purpose Reserve Fund, to a maximum of \$9.5 million. If the year-end surplus is not sufficient to make the \$9.5 million transfer, any shortfall will be addressed during 2017.
- F. That a transfer from the Financial Stabilization Reserve Fund to the General Revenue Fund be made in 2017 based on the balance in the Financial Stabilization Reserve Fund after year-end adjustments to a maximum of \$5 million.
- G. That \$2 million in prior years' tax supported cash to capital surplus, including that identified in Appendix 5D, due to capital projects coming under budget, be utilized to reduce the transfer to the General Capital Fund in the 2017 tax supported operating budget.
- H.
  - i. That the Wading and Outdoor Extended Season Reserve be closed effective January 1, 2017 as it is no longer required and has a zero projected balance, and
  - ii. That the annual budget transfer of \$351,800 be more efficiently used directly in the Community Services Department operating budget within the Aquatic Services Division to provide for summer outdoor pool operations until September.
- I. That Council include in the 2018 operating projection a grant to the Canadian Association of Police Governance (CAPG) of \$15,000, as the City of Winnipeg has been chosen to be the host City for the annual CAPG conference in 2018. The applicable grant application will be required from the proponent.
- J. That consideration of a \$30,000 annual grant-in-lieu of taxes for the Manitoba Theatre for Young People, for a 10 year period beginning in 2018, be referred to the 2018 budget process together with a one-time top-up amount for unpaid taxes.

- K. That Council approve a waiver of the \$5 smart card fee to University of Manitoba students participating in the U-pass program, effective upon initiation of the smart card for the University of Manitoba U-pass program and extending for one term after it has been initiated. This waiver is consistent with the Council approved \$5 rebate provided to individuals during launch of the smart card system in 2016.
- L. That Council:
- i. transfer to the General Revenue fund \$1,000,000 of the monies to be paid to the City by the Winnipeg Convention Centre Corporation (“WCCC”) in accordance with Recommendation 2 of the January 28, 2015 Council Decision “Amendment to Council Decision – Approval of Funding Participation – Winnipeg Convention Centre Expansion Project” (the “Council Decision”); and
  - ii. rescind Recommendation 3 of the Council Decision.
- M. That prior to payment of any grant monies approved in the 2017 operating budget, the City enter into, execute and deliver grant agreements with each grant recipient, and that the Chief Financial Officer be authorized to negotiate and approve the terms and conditions of each grant agreement in accordance with the budgetary approval and such other terms and conditions deemed necessary by the City Solicitor/ Director of Legal Services to protect the interests of the City.
- N. That the Public Service enter into discussions with the WRHA to develop an ambulance fee reduction strategy including an equal and offsetting increase in WRHA funding to ensure the City’s revenue position is maintained on a budget neutral basis, and report back to Council with the results of such discussions.
- O. That the Chief Financial Officer be delegated the authority to restate the budget subsequent to adoption to reallocate amounts to departments to reflect Council’s ratification of collective agreements, Council’s approval of decisions with budget implications, as well as corporate cost reduction measures, including efficiency savings, if required, on a budget neutral basis.
- P. That the City Solicitor/ Director of Legal Services be requested to submit the necessary by-laws and policy amendments to implement the above recommendations.

## CAPITAL BUDGET RECOMMENDATIONS

2. That the following recommendations with respect to the 2017 Preliminary Capital Budget and 2018 to 2022 Five Year Forecast tabled at the meeting of Executive Policy Committee on November 22, 2016, be approved:

- A.
  - i. That the 2017 Preliminary Capital Budget totaling \$432,909,000 requiring new borrowing authority of \$30,530,000 for tax-supported operations, and \$5,753,000 for the Solid Waste Utility operation, be approved.
  - ii. That the 2018 to 2022 Five Year Capital Forecast be reviewed and submitted to Council for adoption in principle.
- B. That external borrowing authority of \$23,550,000 for the 2016 Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass capital project be approved in replacement of \$23,550,000 of debt previously approved as part of the Public Private Partnership.

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

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

<u>Year</u>	<u>\$ Millions</u>
2017	55.649
2018	80.278
2019	70.778
2020	72.778
2021	74.778
2022	76.778

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

- E. That \$8.616 million in prior years' tax supported cash to capital surplus identified in Appendix 5D, due to capital projects coming under budget, be utilized as a financing source in the 2017 capital budget and 2018 capital forecast.
- F. That a transfer from the Land Operating Reserve Fund to the General Capital Fund be made in 2017 to a maximum of \$3,240,000 provided the reserve's unallocated equity balance does not enter into a deficit position. Should the unallocated equity balance be such that the full \$3,240,000 transfer cannot be made, any shortfall will be addressed during 2017.
- G. That all other transfers from prior years' surplus, to/from reserves and other funds outlined in the capital budget be approved.
- H. That Council authorize the expenditure of up to \$29,252,000 for Transit Buses in 2017 or prior to the adoption of the 2018 Capital Budget as a first charge against the General Capital Fund and/or other authorized funding sources as determined by the Chief Financial Officer, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate project timing in order to meet Federal claiming deadlines, subject to confirmation of Federal and Provincial funding as set forth in the capital budget.
- I. That Council authorize the expenditure of up to \$3,550,000 for Transit Building Roof Replacement and Ventilation Upgrade in 2017 or prior to the adoption of the 2018 Capital Budget as a first charge against the General Capital Fund and/or other authorized funding sources as determined by the Chief Financial Officer, in accordance with Subsection 288(2) of the City of Winnipeg Charter, to facilitate project timing in order to meet Federal claiming deadlines, subject to confirmation of Federal and Provincial funding as set forth in the capital budget.
- J. That the Chief Financial Officer be given the authority to redistribute financing sources, including provincial funding, federal gas tax revenue, cash to capital and debt financing in accordance with Council approved borrowing by-laws, provided the total approved financing is not exceeded, to ensure the most effective use and timing of financing sources.
- K. That unutilized borrowing authority in the Solid Waste Disposal Utility of \$758,955 be cancelled as follows:

<b>By-Law Number</b>	<b>\$</b>
150/2009	61,321
144/2011	697,634
<b>Total</b>	<b>758,955</b>

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

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

- M. That the City Solicitor/ Director of Legal Services be requested to submit the necessary borrowing by-law directly to Council.
3. That the Proper Officers of the City be authorized to do all things necessary to implement the foregoing.

# Budget Process

## Performance Measurement

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

## Public Consultation

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

## Budget Development

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

## Table Preliminary Budgets

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

## Committee Review

- The Executive Policy Committee refers the preliminary operating and capital budget to the City's Standing Policy Committees for review and recommendations. Each Committee reviews the part of the budget related to its jurisdiction:
  - Infrastructure Renewal and Public Works,
  - Water and Waste, Riverbank Management and the Environment,
  - Property and Development, Heritage and Downtown Development,
  - Protection, Community Services and Parks, and
  - The Winnipeg Police Board

**Council  
Approval**

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

## **Budget Amendments**

### **Operating Budget Amendment Process**

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

### **Capital Budget Amendment Process**

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

A Standing Policy Committee of Council can approve transfers of budgets between existing capital projects. If the transfer is smaller than \$100,000 or 25% of the budget being increased (whichever is the lesser), the transfer can be approved by the Public Service.

**2017 Adopted Operating Budget - All Services**  
**Tax Supported, Utilities and SOAs**

Page #	Services (millions of \$)	2017 Adopted Budget			
		Service Revenue	Investment (Cost)	Net	FTEs
	<b>Infrastructure Renewal and Public Works</b>				
3	Roadway Construction and Maintenance	69.202	111.622	(42.420)	231
7	Transportation Planning and Traffic Management	2.449	18.414	(15.965)	166
10	Roadway Snow Removal and Ice Control	0.186	33.815	(33.629)	138
13	<i>Public Transit</i>	191.284	191.284	-	1,586
	Public Transit - Subsidy	-	55.126	(55.126)	
16	City Beautification	0.095	17.167	(17.072)	124
19	<i>Fleet Management (SOA)</i>	47.010	47.377	(0.367)	136
21	<i>Parking Authority (SOA)</i>	16.947	19.163	(2.216)	53
	<b>Infrastructure Renewal and Public Works</b>	<b>327.173</b>	<b>493.968</b>	<b>(166.795)</b>	<b>2,434</b>
	<b>Water and Waste, Riverbank Management and the Environment</b>				
23	<i>Water</i>	128.502	113.305	15.197	398
26	<i>Wastewater</i>	181.250	156.963	24.287	420
29	Land Drainage and Flood Control	11.859	13.296	(1.437)	28
32	Solid Waste Collection	1.112	20.604	(19.492)	12
34	<i>Solid Waste Disposal</i>	16.940	12.744	4.196	39
37	<i>Recycling and Waste Diversion</i>	27.542	32.004	(4.462)	82
	<b>Water and Waste, Riverbank Management and the Environment</b>	<b>367.205</b>	<b>348.916</b>	<b>18.289</b>	<b>979</b>
	<b>Property and Development, Heritage and Downtown Development</b>				
41	City Planning	-	2.329	(2.329)	18
44	Neighbourhood Revitalization	1.076	9.171	(8.095)	24
47	Development Approvals, Building Permits and Inspections	28.816	20.018	8.798	214
50	Economic Development	-	2.062	(2.062)	5
52	Heritage Conservation	-	0.441	(0.441)	3
54	Property Asset Management	10.810	13.263	(2.453)	42
57	<i>Municipal Accommodations</i>	75.243	75.243	-	297
59	Cemeteries	1.695	2.724	(1.029)	25
	<b>Property and Development, Heritage and Downtown Development</b>	<b>117.640</b>	<b>125.251</b>	<b>(7.611)</b>	<b>628</b>
	<b>Protection, Community Services and Parks / Winnipeg Police Board</b>				
63	Police Response	22.015	237.169	(215.154)	1,558
66	Crime Prevention	4.317	46.690	(42.373)	299
69	Traffic Safety and Enforcement	20.771	17.996	2.775	90
72	Fire and Rescue Response	4.351	120.322	(115.971)	851
75	Fire and Injury Prevention	0.529	6.131	(5.602)	44
78	Medical Response	59.450	72.226	(12.776)	501
81	Disaster Preparedness and Response	-	0.587	(0.587)	5
83	Recreation	13.363	58.562	(45.199)	367
86	Parks and Urban Forestry	1.736	39.702	(37.966)	314
90	<i>Golf Services (SOA)</i>	3.707	2.973	0.734	24
	Golf Services - Subsidy	-	0.462	(0.462)	
93	Community Liveability	0.882	4.943	(4.061)	43
96	Libraries	2.972	32.068	(29.096)	285
99	Arts, Entertainment and Culture	-	21.260	(21.260)	6
102	Insect Control	2.707	10.272	(7.565)	68
104	<i>Animal Services (SOA)</i>	3.799	3.830	(0.031)	28
	Animal Control and Care - Subsidy	-	1.320	(1.320)	
	<b>Protection, Community Services and Parks / Winnipeg Police Board</b>	<b>140.599</b>	<b>676.513</b>	<b>(535.914)</b>	<b>4,483</b>
	<b>Executive Policy Committee</b>				
107	Organizational Support Services	0.899	43.677	(42.778)	377
110	Assessment, Taxation and Corporate	816.234	24.685	791.549	136
114	Contact Centre - 311	1.450	6.151	(4.701)	86
116	Council Services	0.531	15.232	(14.701)	78
	<b>Executive Policy Committee</b>	<b>819.114</b>	<b>89.745</b>	<b>729.369</b>	<b>677</b>
	<b>Total City Services (unconsolidated)</b>	<b>1,771.731</b>	<b>1,734.393</b>	<b>37.338</b>	<b>9,201</b>

**2017 Adopted Operating Budget - All Services**  
Tax Supported, Utilities and SOAs

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

# Roadway Construction and Maintenance

*Includes:*

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

## Description

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

## Key Goals

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

## Service Level Statistics

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

# Roadway Construction and Maintenance

## Contributing Departments

Public Works 100 %

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

## Explanation of 2017 change from 2016

(in millions of \$)

### 1 Revenues

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

# Roadway Construction and Maintenance

## 2 Expenses

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

### Full-time Equivalent Positions

Decrease due to refinement of service based view.

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

# Roadway Construction and Maintenance

## Additional Financial Information

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

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

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(In millions of \$)	137.733	734.160	871.893

# Transportation Planning and Traffic Management

Includes:

- *Transportation Planning & Design*
- *Traffic/Right-of-Way Management*

## Description

To plan, design and manage the transportation system and the traffic regulatory environment to provide a safe, environmentally-aware, accessible and sustainable transportation system.

## Key Goals

1. Provide integrated transportation and land use planning.
2. Provide an accessible transportation system.
3. Invest in equipment and technology that supports a sustainable transportation system.
4. Expand the Active Transportation System network.
5. Support Downtown revitalization initiatives.
6. Maintain or improve service levels on the street system.

## Service Level Statistics

The proportion of work trips by vehicle drivers continues to rise. Bicycle mode share of work trips has increased over the 10 year period.

Work Trip by Mode	2001 Census	2001 %	2006 Census	2006 %	2011 Census	2011 %
Vehicle Driver	207,095	68.6%	216,675	69.1%	229,155	69.1%
Vehicle Passenger	25,825	8.5%	28,065	9.0%	24,380	7.3%
Transit	42,960	14.2%	42,375	13.5%	48,530	14.6%
Walk	19,375	6.4%	18,685	6.0%	18,095	5.5%
Bicycle	4,565	1.5%	5,295	1.7%	7,075	2.1%
Other	2,520	0.8%	2,235	0.7%	4,550	1.4%
Total	302,340	100%	313,330	100%	331,785	100%

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

### Transportation System Use Estimates

Daily Vehicle-Kilometre of Travel	10,129,741	10,129,741	10,184,230
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\* Variation in the number is due in part to a refinement of the inventory calculation. The Regional Streets Network increased in 2014 due to the opening of the Kenaston Extension. Truck Routes Lane Kilometres increased in 2014, however the net increase was reduced by the opening of CentrePort Canada Way. Lane Kilometres of Truck Routes increased in 2015 due to the opening of the St. Matthews Avenue extension.

# Transportation Planning and Traffic Management

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

Miscellaneous adjustments	0.033
	<u>0.033</u>

### 2 Expenses

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

# Transportation Planning and Traffic Management

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

## Additional Financial Information

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

# Roadway Snow Removal and Ice Control

## Includes:

- *Regional Streets Snow and Ice Removal*
- *Local Streets Snow and Ice Removal*
- *Sidewalk Snow and Ice Removal*
- *Park & Facility Snow and Ice Removal*
- *Snow Disposal Sites*

## Description

Undertake effective roadway snow and ice control services in order to provide safe and accessible conditions on city streets and sidewalks during the winter season.

## Key Goals

1. To provide the citizens of Winnipeg with safe and accessible roadway infrastructure during the winter months by delivering efficient and effective snow and ice control services.
2. To implement Best Management Practices for the municipal use of road salt for snow and ice control in winter months in accordance with Environment Canada's Code of Practice for Road Salt Management.
3. To work closely with the private sector to ensure there is a sustainable quantity of private sector equipment to assist the City in carrying out the winter snow clearing operations.
4. To examine various options for the provision of snow disposal sites and develop a long term strategy to provide this service in a cost-effective manner in the future.

## Service Level Statistics

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

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

# Roadway Snow Removal and Ice Control

## Contributing Departments

Public Works 100 %

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	0.001
	<u>0.001</u>

#### 2 Expenses

Increase in salaries and benefits	0.255
Miscellaneous adjustments	0.037
	<u>0.292</u>

### Full-time Equivalent Positions

Increase due to refinement of service based view.

# Roadway Snow Removal and Ice Control

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

# Public Transit

Includes:

- Regular Transit
- Handi-Transit
- Chartered and Special Events Transit

## Description

To plan, develop, and operate public transportation service in Winnipeg that:

- Provides mobility for those who do not or choose not to use other modes;
- Provides weekday peak period service levels that minimize the City's requirement for investment in roadway and bridge infrastructure;
- Reduces pollution generated by the overall urban transportation system; and
- Reduces energy use by urban transportation.

To provide a parallel public transportation service for people who are unable to safely and independently maneuver the fixed route transit system due to a significant impairment to their mobility or a cognitive disability in accordance with eligibility criteria.

## Key Goals

1. Improve accessibility, mobility, comfort, convenience, and safety.
2. Improve speed, reliability and ridership.
3. Improve environmental sustainability.
4. Improve productivity.
5. Improve passenger information.
6. Improve service reliability. (Handi-Transit)
7. Improve productivity. (Handi-Transit)
8. Improve customer relations. (Handi-Transit)

## Service Level Statistics

### Regular and Chartered Transit

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

### Handi-Transit

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

\* Restated to reflect updated reporting methodology.

# Public Transit

## Contributing Departments

Transit 100 %

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

# Public Transit

## Full-time Equivalent Positions

Increase of 24 FTEs. 5 FTEs added to provide for a September implementation of transit service into new areas, 13 FTEs to reflect full year of U-Pass and plant and equipment staffing approved in 2016, 6 temporary FTEs to be funded by capital projects, and 1 new plant and equipment FTE.

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

## **Additional Financial Information**

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

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(in millions of \$)	81.536	206.406	287.942

# City Beautification

## Includes:

- Litter Collection
- Public Gardens / Landscaping
- Ornamental Lighting / Flags & Banners / Public Art
- Graffiti Control
- Regional Street Cleaning
- Local Street Cleaning

## Description

To provide citizens and visitors with flower gardens, streetscaping, cleanliness, graffiti control and public art in order to promote the aesthetic appeal of the City of Winnipeg.

## Key Goals

1. Maintain and continuously improve image route streetscaping to contribute to the beautification of our city.
2. Continue to beautify the city through enhanced floral displays, streetscaping, street cleaning and other clean and green initiatives.
3. Reduce graffiti occurrences through ongoing education and awareness while improving the level of service for graffiti removal through partnerships with volunteer community groups and maintaining a database for tracking graffiti incidents.

## Service Level Statistics

Description	2013	2014	2015
Number of litter containers in park sites	2,750*	2,750*	2,960
Number of street litter containers	1,566	1,591	1,588
Tonnes of boulevard abrasives removed (streets only)	24,045	22,000	24,250
Flower Beds (raised/fixed) (m2)	3,267*	3,267*	3,267*
Flower Beds (in-ground) (m2)	23,391*	23,391*	23,391*
Flower planters ( m2)	1,604*	1,604*	1,604*
Hanging baskets (m2 )	10*	10*	10*
Number of park lighting units	3,828*	3,828*	3,828*
Number of community clean up & Adopt-A-Park projects	28	22	28
Number of graffiti tags removed	8,637	15,510	17,531
Square metres of graffiti removed	43,152	41,586	44,314
Number of graffiti sites treated	3,842	6,971	7,347
Number of public art projects completed	5**	6**	4**
Number of flags	67*	67*	66

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

\*\* Source: Winnipeg Arts Council

# City Beautification

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	(0.001)
	<u>(0.001)</u>

#### 2 Expenses

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

### Full-time Equivalent Positions

Increase due to refinement of service based view.

# City Beautification

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

## Additional Financial Information

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

# Winnipeg Fleet Management Agency (SOA)

## Description

Winnipeg Fleet Management Agency provides economical, state-of-the-art, safe and eco-friendly fleet vehicle, equipment and other asset management services to The City of Winnipeg and other public sector organizations, in support of their service delivery. The Agency delivers the following comprehensive fleet management services to City of Winnipeg departments:

1. Specification, inspection and procurement
2. Insurance, licensing and registration
3. Manufacturing and fabrication
4. Vehicle and equipment leases, seasonal and short-term rentals
5. Surplus sales and disposal
6. Fuel
7. Repair and maintenance

## Key Goals

1. Provide planned, and unscheduled, fleet vehicles and equipment to City departments, meeting operational performance, environmental, and safety requirements.
2. Maintain Fleet Service Centres to support the City's geographically dispersed and varying fleet, providing superior customer service, reliability and safety.
3. Manage the City's fuel distribution system on a day-to-day and emergency basis, providing a safe, dependable and convenient fuel supply.
4. Encourage fleet greenhouse gas emission awareness through research, testing, and offering environmentally friendly vehicles and equipment, recommendations and alternative fuels.

## Service Level Statistics

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

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

# Winnipeg Fleet Management Agency (SOA)

## Contributing Departments

Fleet Management 100 %

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

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

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

### Explanation of 2017 Change from 2016

#### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

# Winnipeg Parking Authority (SOA)

## Description

The Parking Authority manages fees for on and off-street parking and City owned public parking facilities. It provides leadership to local parking service providers, and encourages the development of all parking services in support of public policy objectives.

## Key Goals

1. Manage a dynamic service delivery structure for all on-street and off-street parking.
2. Improve the quality of service offered to customers.
3. Maintain coordination with key stakeholder groups.
4. Provide effective facilities management, optimizing the productive use of physical assets.
5. Optimize use of off-street facilities for longer-term parking, and on-street parking for short-term occupancy.

## Service Level Statistics

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

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

# Winnipeg Parking Authority (SOA)

## Contributing Departments

Parking Authority SOA 100 %

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

### Full-time Equivalent Positions

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

# Water

Includes:

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

## Description

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

## Key Goals

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

## Service Level Statistics

Description	2013	2014	2015
Number of residential accounts	189,216	191,092	193,090
Number of commercial and industrial accounts	10,410	10,473	10,517
Number of complaints - taste and odour *	215	155	142
Average daily volume of water pumped (ML/D)	204	211	195
Average volume of water pumped daily per capita (litres)	285	297	271
Kilometres of distribution water mains	2,585	2,592	2,614
Kilometres of feeder mains	150	150	152
Kilometres of water mains cleaned	344	647	1,104
Number of water main breaks	695	777	317
Number of hydrants	21,335	21,692	21,919
Number of water quality tests conducted **	56,967	65,454	71,537
Average monthly residential water bill***	\$25.23	\$26.27	\$27.02
Number of reservoirs	4	4	4
Reservoir capacity (ML)	9,510	9,510	9,510
Number of Water Treatment Plants	1	1	1
Number of Water Treatment Plant tests conducted	44,045	48,927	45,773

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

\*\* 2014 restated to correct a reporting error.

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

# Water

## Contributing Departments

Water and Waste 100 %

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

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

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

## **Explanation of 2017 Change from 2016**

**(in millions of \$)**

### **1 Revenues**

Increase in water sales revenue	14.478
Miscellaneous adjustments	0.212
	<u>14.690</u>

### **2 Expenses**

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

## **Full-time Equivalent Positions**

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

# Water

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

## Additional Financial Information

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

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(in millions of \$)	49.383	142.859	192.242

# Wastewater

Includes:

- Wastewater Collection
- Wastewater Treatment

## Description

To provide property owners with the collection, transmission, disposal, treatment and monitoring of wastewater in order to ensure the environmentally appropriate handling of high volume sewage discharge.

## Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To successfully develop and implement the Winnipeg Sewage Treatment Program.
5. To operate and upgrade the Sewage Treatment Plants to achieve environmental licence requirements.
6. To strive to better monitor and reduce combined sewer overflows.
7. To implement best practices throughout the Department.
8. To maintain a high quality safe working environment for our staff.
9. To improve information management in the Department.

## Service Level Statistics

Description	2013	2014	2015
Number of billed sewer accounts	199,498	201,439	203,491
Number of complaints - raw sewer backup*	1,017	1,313	854
Number of complaints - clean sewer backup*	772	1,099	717
Volume of wastewater processed (ML/D)	245	279	256
Kilometres of collection system pipeline**	2,579	2,583	2,608
Number of pumping stations	74	74	74
Number of diversion chambers	14	14	14
Kilometres of sewer inspected and cleaned	104	152	148
Number of industrial waste tests conducted	40,938	50,403	70,158
Number of treatment plant tests conducted	110,796	117,540	125,838
Number of maintenance holes	46,266	46,524	47,054
Average monthly residential sewer bill***	\$34.31	\$36.09	\$38.32

\* Reflects total complaints received through the City's 311 system. After investigation, it has been determined that a high percentage of these are problems within the customer's system, not the City system.

\*\* Includes sanitary, combined and interceptor sewers.

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

# Wastewater

## Contributing Departments

Water and Waste 100 %

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

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

# Wastewater

## Full-time Equivalent Positions

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

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

## Additional Financial Information

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

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(In millions of \$)	57.836	341.380	399.216

# Land Drainage and Flood Control

Includes:

- Flood Control
- Land Drainage
- Waterways Management

## Description

To provide property owners with storm and flood water control in order to prevent flood damage to property.

## Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.
6. To investigate options to improve aesthetics at stormwater retention basins (SRB).

## Service Level Statistics

Description	2013	2014	2015
Number of stormwater retention basins (SRB)	71	82	86
Number of permanent flood pumping stations*	34	34	34
Number of SRB pumping stations	5	5	5
Number of land drainage underpass stations	10	10	11
Kilometres of land drainage sewer mains	1,173	1,178	1,183
Kilometres of storm relief sewer mains	187	187	187
Peak river elevations (>8.5 feet) - spring	18.8	19.1	14.2
Peak river elevations (>8.5 feet) - summer	16.5	17.6	11.5

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

# Land Drainage and Flood Control

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

### Full-time Equivalent Positions

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

# Land Drainage and Flood Control

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

## Additional Financial Information

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

# Solid Waste Collection

## Description

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

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

## Key Goals

1. To improve the state of the environment / public health.
2. To exceed our customers' needs and expectations.
3. To increase the efficiency and effectiveness of our services.
4. To implement best practices throughout the Department.
5. To maintain a high quality safe working environment for our staff.

## Service Level Statistics

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

# Solid Waste Collection

## Contributing Departments

Water and Waste 100 %

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

### Explanation of 2017 Change from 2016

(in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	0.031
	0.031

#### 2 Expenses

Increase in collection contracts	0.672
Miscellaneous adjustments	0.004
	0.676

# Solid Waste Disposal

## Description

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

The Brady Road Resource Management Facility is the site of the only active landfill the City of Winnipeg operates and it receives all of the City's residential garbage and some commercial waste as well. A landfill gas system collects and flares landfill gas, which diverts equivalent tonnes of carbon dioxide every year. Additionally this area is responsible for the maintenance and environmental monitoring of the thirty-three closed landfill sites within the City.

## Key Goals

1. To improve the state of the environment / public health.
2. To increase opportunities to reduce the amount of material landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.
7. To initiate landfill gas recovery projects to reduce greenhouse gases.

## Service Level Statistics

Description	2013	2014	2015
Number of tonnes disposed	394,924	392,996	395,828
Total number of small load vehicles*	93,506	91,968	93,220
Total number of commercial and contractor vehicles	67,485	65,691	61,890
Number of commercial landfill accounts	851	906	1,084
Kilolitres of leachate hauled and treated	54,136	60,812	72,475
Tonnes of landfill gas (CO <sub>2</sub> ) captured**	50,945	109,470	110,314

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

\*\* 2013 was a partial year.

# Solid Waste Disposal

Contributing Departments

Water and Waste 100 %

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

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

**Explanation of 2017 Change from 2016**

(in millions of \$)

**1 Revenues**

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

**2 Expenses**

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

**Full-time Equivalent Positions**

Decrease due to a refinement of service-based view.

# Solid Waste Disposal

## Additional Financial Information

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

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(In millions of \$)	4.581	11.074	15.655

# Recycling and Waste Diversion

Includes:

- *Recycling*
- *Waste Diversion*

## Description

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

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

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

## Key Goals

1. To improve the state of the environment / public health.
2. To increase the opportunity to reduce the amount of material being landfilled.
3. To exceed our customers' needs and expectations.
4. To increase the efficiency and effectiveness of our services.
5. To implement best practices throughout the Department.
6. To maintain a high quality safe working environment for our staff.

## Service Level Statistics

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

# Recycling and Waste Diversion

## Contributing Departments

Water and Waste 100 %

<b>Operating Budget</b> (in millions of \$)	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Adopted Budget</b>	<b>Variance Expl.</b>	<b>2018 Projection</b>	<b>2019 Projection</b>
Service revenue	10.892	22.788	24.334		25.344	26.172
Provincial funding (service specific)	0.417	3.295	3.208		3.240	3.258
<b>Revenues</b>	<b>11.309</b>	<b>26.083</b>	<b>27.542</b>	<b>1</b>	<b>28.584</b>	<b>29.430</b>
Salaries and benefits	2.049	4.137	5.603		6.329	6.412
Services	18.007	20.735	23.914		29.770	31.183
Materials, parts, and supplies	0.113	0.393	0.472		0.578	0.624
Assets and purchases	0.251	0.168	0.268		0.268	0.268
Debt and finance charges	-	2.377	2.774		2.773	2.771
Grants, transfers and other	0.061	0.103	0.098		0.098	0.098
Recoveries	(0.353)	(0.692)	(1.125)		(1.340)	(1.340)
<b>Expenses</b>	<b>20.127</b>	<b>27.222</b>	<b>32.004</b>	<b>2</b>	<b>38.475</b>	<b>40.016</b>
<b>Surplus/(Deficit)</b>	<b>(8.818)</b>	<b>(1.139)</b>	<b>(4.462)</b>		<b>(9.891)</b>	<b>(10.585)</b>
<b>Full-time Equivalent Positions</b>	<b>36</b>	<b>66</b>	<b>82</b>		<b>91</b>	<b>90</b>

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

## **Explanation of 2017 Change from 2016**

### (in millions of \$)

#### **1 Revenues**

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

#### **2 Expenses**

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

### Full-time Equivalent Positions

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

# Recycling and Waste Diversion

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

## Additional Financial Information

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

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



# City Planning

Includes:

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

## Description

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

## Key Goals

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

## Service Level Statistics

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

\* Greenfield refers to units built in areas designated as 'Emerging Communities' and 'New Communities'. 'Emerging Communities' are a subset of 'Areas of Stability - Recent Communities' that have been recently planned and are still under development.

\*\* Infill refers to units built in 'Areas of Stability', excluding 'Emerging Communities'.

# City Planning

## Contributing Departments

Planning, Prop. & Devl. 100 %

<b>Operating Budget</b> (in millions of \$)	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Adopted Budget</b>	<b>Variance Expl.</b>	<b>2018 Projection</b>	<b>2019 Projection</b>
Service revenue	0.004	0.003	-		-	-
Provincial funding (service specific)	0.011	-	-		-	-
<b>Revenues</b>	<b>0.015</b>	<b>0.003</b>	<b>0.000</b>	<b>1</b>	<b>0.000</b>	<b>0.000</b>
Salaries and benefits	1.277	1.547	1.709		1.774	1.830
Services	0.088	0.217	0.441		0.441	0.191
Materials, parts, and supplies	0.004	0.003	0.003		0.003	0.003
Assets and purchases	0.005	0.004	0.004		0.004	0.004
Debt and finance charges	0.014	0.012	0.012		0.011	0.011
Grants, transfers and other	0.033	0.043	0.043		0.043	0.043
Recoveries	(0.027)	(0.072)	(0.087)		(0.090)	(0.093)
<b>Operating expenses</b>	<b>1.393</b>	<b>1.755</b>	<b>2.125</b>		<b>2.186</b>	<b>1.990</b>
Transfer to Capital	0.171	0.221	0.204		0.299	0.187
<b>Total Expenses</b>	<b>1.565</b>	<b>1.976</b>	<b>2.329</b>	<b>2</b>	<b>2.486</b>	<b>2.176</b>
<b>Mill Rate Support/(Contribution)</b>	<b>1.550</b>	<b>1.973</b>	<b>2.329</b>		<b>2.485</b>	<b>2.176</b>
<b>Full-time Equivalent Positions</b>	<b>14</b>	<b>17</b>	<b>18</b>		<b>18</b>	<b>18</b>

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	(0.003)
	<u>(0.003)</u>

#### 2 Expenses

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

### Full-time Equivalent Positions

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

# City Planning

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

# Neighbourhood Revitalization

Includes:

- Community Development

- Housing Initiatives

## Description

Provide neighbourhood residents with tools and support to build resilient, healthy communities and to promote and deliver community based projects and programs that support sustainable neighbourhoods and healthy communities. This service is provided jointly by Planning, Property and Development, Community Services, and Corporate Support Services. Service activities include the administration of Council's neighbourhood and housing programs including, but not limited to:

- Indigenous Relations
- Housing Renewal, Building Communities and Affordable Housing Initiatives
- Residential Infill Tax Credit Program
- Neighbourhood Multi-Family / Mixed-Use Building Grant Program
- Downtown Multi-Family / Mixed-Use Building Grant Program
- LiveSAFE in Winnipeg - Crime Prevention through Social Development
- Delivery of Homelessness Partnering Strategy
- Downtown Residential Development Grant Program

## Key Goals

1. Increase community confidence in their neighbourhood and encourage residents to remain and invest in their own communities.
2. Encourage and promote community involvement in defining neighbourhood values and needs and prioritizing neighbourhood infrastructure improvement projects that meet those values and needs.
3. Participate directly in the revitalization of the downtown as a collection of vibrant residential neighbourhoods.
4. Facilitate the development of recreation services that are more responsive to the specific recreational needs of communities with a priority focus on high needs neighbourhoods.
5. Develop, maintain and enhance initiatives and partnerships based on community and corporate priorities to support the engagement and participation of Indigenous citizens.
6. Work in partnership with community and other levels of government to develop and implement a continuum of crime prevention initiatives.

## Service Level Statistics

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

\* Federal Fiscal Year (April to March)

\*\* Community Development and Recreation Services. The decreases in the measures for 2014 are a result of a reduction in resources allocated to community development-related supports.

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

# Neighbourhood Revitalization

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

### Full-time Equivalent Positions

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

# Neighbourhood Revitalization

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

## Additional Financial Information

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

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

# Development Approvals, Building Permits and Inspections

Includes:

- Residential Development Approvals & Inspections
- Commercial Development Approvals & Inspections

## Description

Ensure compliance with provincial building codes, by-laws and standards through consultation, education, administration, inspections and the regulatory enforcement of property standards, construction, renovation, and demolition of buildings. This service includes:

- Plan examination
- Inspections for compliance with codes and other by-law standards
- Enforcement action including warnings, penalties, and charges

## Key Goals

1. Ensure safe, healthy, accessible buildings through the administration and enforcement of building by-laws and property standards.
2. Continue to streamline the building permit application and approval process for industry professionals and non-professional customers.
3. Enhance our customers' awareness of necessary, safety and non-safety-related building project requirements.
4. Improve our ability to provide timely site inspection services and proactive by-law enforcement.
5. Pursue financial self-sufficiency.
6. Transparency of actual performance to targets.

## Service Level Statistics

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

# Development Approvals, Building Permits and Inspections

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

# Development Approvals, Building Permits and Inspections

## Full-time Equivalent Positions

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

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

## Additional Financial Information

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

# Economic Development

## Description

To provide information to Council and economic development agencies as well as coordinate resources across City departments in order to respond effectively to high priority projects of strategic and economic importance to the City.

Service activities include:

- Collaborate with the Province of Manitoba, Economic Development Winnipeg, CentreVenture and other stakeholders to deliver Winnipeg's Economic Development Strategy.
- Coordinate interdepartmental technical assistance and due diligence on proposals and initiatives.
- Negotiate incentive strategies through business plan and pro-forma analysis.
- Manage strategic projects.
- Assist in the preparation of communication strategies.
- Support 16 Business Improvement Zones (BIZ), representing more than 4,500 businesses throughout the City.

## Key Goals

1. Build a strong economic climate for Winnipeg.
2. Identify priority investments that support economic development activity.
3. Assist in the development of taxation policy that enables economic opportunity.
4. Broaden service access and convenience to customers wanting to do business with the City.
5. Capitalize on opportunities to establish intergovernmental and public private partnerships.

## Service Level Statistics

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

# Economic Development

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

Increase in salaries and benefits	0.115
Miscellaneous adjustments	(0.042)
	<u>0.073</u>

## Full-time Equivalent Positions

Increase in 1 FTE transferred from Neighbourhood Revitalization Service.

## Additional Financial Information

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

# Heritage Conservation

## Description

To promote the long-term conservation of heritage assets in the City of Winnipeg.

## Key Goals

1. Ensure the long-term conservation of heritage resources in Winnipeg through the implementation of new incentives, integrated planning, district/area designation, regulatory reforms, well established design standards and principled design review.
2. Be a catalyst for greater public awareness, education and participation in heritage conservation.
3. Improve the suitability of Heritage Buildings for occupancy by City Departments and other civic uses.

## Service Level Statistics

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

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

\*\* These numbers were changed starting in 2014 to reflect the total number of buildings receiving the Heritage Conservation Tax Credit as well as funding support through the Gail Parvin Hammerquist Fund.

# Heritage Conservation

## Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2015 Actual	2016 Budget	2017 Adopted Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	-	-	-	1	-	-
Provincial funding (service specific)	-	-	-		-	-
<b>Revenues</b>	-	-	-		-	-
Salaries and benefits	0.027	0.268	0.250		0.258	0.266
Services	0.003	0.013	0.012		0.012	0.012
Materials, parts, and supplies	-	0.001	0.001		0.001	0.001
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.002	0.002	0.002		0.002	0.002
Grants, transfers and other	0.035	0.057	0.063		0.057	0.057
Recoveries	(0.002)	(0.047)	(0.049)		(0.051)	(0.052)
<b>Operating expenses</b>	<b>0.066</b>	<b>0.294</b>	<b>0.278</b>	2	<b>0.279</b>	<b>0.285</b>
Transfer to Capital	-	0.168	0.163		0.233	0.143
<b>Total Expenses</b>	<b>0.066</b>	<b>0.462</b>	<b>0.441</b>		<b>0.512</b>	<b>0.428</b>
<b>Mill Rate Support/(Contribution)</b>	<b>0.066</b>	<b>0.462</b>	<b>0.441</b>		<b>0.512</b>	<b>0.428</b>
Full-time Equivalent Positions	0	3	3		3	3

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues:

n/a

### 2 Expenses

One-time grant increase of \$5,250 to Heritage Winnipeg Corporation in 2017 to \$40,000 0.005

Miscellaneous adjustments (0.026)

(0.021)

## Additional Financial Information

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

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

# Property Asset Management

Includes:

- Land & Property
- Municipal Accommodations
- Pool Facilities
- Arena Facilities
- Recreation Centres
- Community Centre Facilities

## Description

The Property Asset Management Service facilitates the acquisition, development, operation, maintenance, security and disposition of City-owned land and buildings. The service is composed of two sub-services:

LAND and PROPERTY: oversees property sales, acquisitions, and appraisals.

MUNICIPAL ACCOMMODATIONS: manages leases, operates, maintains, protects and preserves the City's physical building infrastructure/assets to provide for current and future program accommodation needs and provides design and project management of new and existing civic buildings.

## Key Goals

1. Develop and implement a Real Estate Transaction Management Framework (RETMF).
2. Optimize infrastructure condition through a Physical Asset Management Program for City buildings.
3. Provide effective facilities management.
4. Develop and implement environmental stewardship policies and programs to guide the management and maintenance of all new and existing City facilities.

## Service Level Statistics

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

NOTE: M = millions  
B = billions

\* Reduction due to decreased tenancy at 266 Graham Avenue.

# Property Asset Management - Tax Supported

## Contributing Departments

Planning, Prop. & Devl. 100 %

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

## **Explanation of 2017 Change from 2016**

**(in millions of \$)**

### **1 Revenues**

Decrease in transfer from Municipal Accommodations Fund	(5.200)
Miscellaneous adjustments	(0.012)
	<u>(5.212)</u>

### **2 Expenses**

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

## **Full-time Equivalent Positions**

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

# Property Asset Management - Tax Supported

Service Detail						
Sub-services (in millions of \$)		2015 Actual	2016 Budget	2017 Adopted Budget	2018 Projection	2019 Projection
Municipal Accommodations	Revenue	7.338	16.016	10.809	10.806	10.277
	Operating expenses	18.281	12.794	10.900	11.257	11.334
	Transfer to Capital	-	0.036	-	0.026	0.024
		10.943	(3.185)	0.091	0.477	1.081
Land and Property	Revenue	7.125	0.006	0.001	0.001	0.001
	Operating expenses	1.834	1.983	2.062	2.159	2.239
	Transfer to Capital	0.150	0.022	0.300	0.264	0.251
		(5.141)	1.998	2.361	2.422	2.489
<b>Mill Rate Support/(Contribution)</b>		<b>5.802</b>	<b>(1.187)</b>	<b>2.453</b>	<b>2.899</b>	<b>3.570</b>

## Additional Financial Information

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

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

# Property Asset Management - Municipal Accommodations

## Contributing Departments

Planning, Prop. & Devl. 100 %

Operating Budget (in millions of \$)	2015 Actual	2016 Budget	2017 Adopted Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	79.913	74.848	74.993		79.604	78.091
Provincial funding (service specific)	0.340	0.250	0.250		0.250	0.250
<b>Revenues</b>	<b>80.253</b>	<b>75.098</b>	<b>75.243</b>	<b>1</b>	<b>79.854</b>	<b>78.341</b>
Salaries and benefits	19.601	20.285	20.742		21.182	21.619
Services	26.659	29.568	31.170		31.227	31.315
Materials, parts, supplies	6.315	5.084	5.406		5.468	5.512
Assets and purchases	0.019	0.027	0.029		0.029	0.029
Debt and finance charges	11.121	3.523	3.528		3.509	3.489
Grants, transfers and other	9.782	17.337	12.136		12.133	11.604
Recoveries	(3.716)	(3.201)	(3.530)		(3.536)	(3.542)
<b>Operating expenses</b>	<b>69.781</b>	<b>72.624</b>	<b>69.482</b>		<b>70.012</b>	<b>70.025</b>
Transfer to Capital	10.472	2.474	5.761		9.842	8.316
<b>Total Expenses</b>	<b>80.253</b>	<b>75.098</b>	<b>75.243</b>	<b>2</b>	<b>79.854</b>	<b>78.341</b>
<b>Surplus/(Deficit)</b>	-	-	-		-	-
<b>Full-time Equivalent Positions</b>	<b>291</b>	<b>296</b>	<b>297</b>		<b>297</b>	<b>297</b>

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Increase in transfer from Community Services for capital expenditures	1.556
Increase in transfer from Community Services for facilities operations and maintenance, including revenue (\$88,000) for the wading and outdoor pool extended operating season due to the closure of the Wading and Extended Season Reserve effective January 1, 2017	0.746
Decrease in rentals revenue for commercial properties	(1.869)
Decrease in transfer for accommodation charges	(0.338)
Miscellaneous adjustments	0.050
	<u>0.145</u>

#### 2 Expenses

Transfer to Capital (including internal financing)	3.287
Increase in scale and scope of security services	0.923
Increase in cost of providing janitorial services	0.410
Increase in salary and benefits, including costs for the wading and outdoor pool extended operating season	0.458
Increase in cost of maintenance for commercial properties	0.218
Increase in cost of pool chemicals, impacted by increase in US exchange rate	0.175
Decrease in transfer to General Revenue Fund	(5.200)
Increase in inter-departmental recoveries and recoveries from other funds	(0.329)
Miscellaneous adjustments	0.203
	<u>0.145</u>

# Property Asset Management - Municipal Accommodations

Service Detail		2015	2016	2017	2018	2019
Sub-services (in millions of \$)		Actual	Budget	Adopted Budget	Projection	Projection
Municipal Accommodations	Revenue	57.816	56.168	54.010	55.937	55.936
	Operating expenses	50.587	53.988	50.249	50.362	49.936
	Transfer to Capital	6.080	2.033	3.764	5.590	6.014
		(1.149)	(0.148)	0.003	0.014	0.014
Pool Facilities	Revenue	15.015	11.765	13.802	15.404	14.304
	Operating expenses	11.007	11.098	11.641	11.910	12.080
	Transfer to Capital	3.300	0.279	1.523	2.853	1.475
		(0.708)	(0.388)	(0.638)	(0.641)	(0.749)
Arena Facilities	Revenue	4.513	4.446	4.508	5.037	4.878
	Operating expenses	5.694	5.109	5.316	5.442	5.519
	Transfer to Capital	0.363	0.008	0.109	0.538	0.277
		1.544	0.671	0.917	0.944	0.919
Recreation Centres	Revenue	1.444	1.644	1.514	1.810	1.691
	Operating expenses	1.750	1.519	1.355	1.363	1.537
	Transfer to Capital	0.200	0.103	0.003	0.265	0.111
		0.506	(0.023)	(0.156)	(0.182)	(0.043)
Community Centre Facilities	Revenue	1.465	1.075	1.408	1.666	1.533
	Operating expenses	0.742	0.911	0.921	0.934	0.953
	Transfer to Capital	0.529	0.052	0.362	0.596	0.439
		(0.194)	(0.112)	(0.125)	(0.136)	(0.141)
<b>Surplus/(Deficit)</b>		-	-	-	-	-

## Additional Financial Information

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

# Cemeteries

## Includes:

- *Brookside Cemetery*
- *St. Vital Cemetery*
- *Transcona Cemetery*

## Description

Provides interment services and perpetually maintained cemeteries in order to ensure that all citizens have access to a range of choices in interment services. Service activities include:

- Interments
- Sale of plots/lots, niches and interment vaults
- Collection of fees and charges
- Maintaining and preserving interment records
- Interment searches
- Installation of flat marker memorials
- Tours of Brookside Cemetery Field of Honour
- Facilitation of open air memorial services
- Custodian of historical military monuments
- Design and preparation of future interment sites
- Facilities and physical site improvements
- Perpetual maintenance of cemetery grounds

## Key Goals

1. Ensure that the service evolves to reflect the diversity of the community and increase public awareness.
2. Increase revenues to enable self sufficiency while continuing to act as a benchmark for cemetery services within Winnipeg.
3. Continue to develop environmentally sound work processes and practices.
4. Maintain the heritage of cemeteries and continue to promote their significance in the community.

## Service Level Statistics

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

# Cemeteries

## Contributing Departments

Planning, Prop. & Devl. 100 %

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

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

### 2 Expenses

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

# Cemeteries

## Additional Financial Information

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

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(In millions of \$)	0.408	1.994	2.402



# Police Response

*Includes:*

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

## Description

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

## Key Goals

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

## Service Level Statistics

Description	2013	2014	2015
Police Officer Complement (Authorized)	1,463	1,430	1,424
Civilian Staff Complement (Authorized)	465	477	491
Police Officer to Civilian Staff Ratio	3.1:1	3.0:1	2.9:1
Police Officer to Population Ratio (per 100,000)	209	202	200
Total Calls for Service to the Communications Centre	530,620	532,304	541,594
Total Dispatched and Police-Initiated Calls	185,837	203,103	200,499
% of Total Calls	35.02%	38.16%	37.0%
Police-initiated Events	63,606	79,344	72,613
% of Dispatched Call and Police-Initiated Calls	34.20%	39.07%	36.2%
Citizen Generated Events	122,231	123,759	127,886
% of Dispatched Call and Police-Initiated Calls	65.8%	60.9%	63.8%
Dispatched via Alternate Phone Response (APR)	1,534	1,131	1,197
% of Dispatched Call and Police-Initiated Calls	0.80%	0.56%	0.60%
<b>Dispatched and Police-Initiated Calls by Priority Level</b>			
Priority 0 to 2: Emergency	13,621	14,525	15,402
Priority 3 to 4: Urgent	68,752	71,067	73,015
Priority 5 to 9: Non-Urgent	103,464	117,511	112,082

# Police Response

## Contributing Departments

Police 100 %

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

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

### 2 Expenses

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

# Police Response

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

## Additional Financial Information

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

# Crime Prevention

## Includes:

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

## Description

To provide citizens with crime awareness and education, enhanced relationships with targeted neighbourhoods and schools, as well as to conduct proactive policing to prevent crime and disorder.

## Key Goals

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

## Service Level Statistics

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

[1] New in 2016

[2] Data supplied by the Public Works Department

[3] Data supplied by Manitoba Hydro

# Crime Prevention

## Contributing Departments

Police	72 %
Public Works	28 %

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

# Crime Prevention

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

# Traffic Safety and Enforcement

## Includes:

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

## Description

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

## Key Goals

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

## Service Level Statistics

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

[A] Complement numbers are given in full time equivalents (FTE), as some members were assigned to traffic enforcement or investigation for only part of the calendar year.

Sources for Service Level Statistics:

Winnipeg Police Service Annual Statistical Reports

Winnipeg Police Central Traffic Unit

Photo Enforcement Safety Program Annual Report: Just Slow Down

# Traffic Safety and Enforcement

## Contributing Departments

Police 100 %

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

Full-time Equivalent Positions 83 89 90 90 90

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Decrease in photo enforcement	(1.250)
Miscellaneous adjustment	0.020
	<u>(1.230)</u>

#### 2 Expenses

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

### Full-time Equivalent Positions

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

# Traffic Safety and Enforcement

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

# Fire and Rescue Response

*Includes:*

- *Fire and Rescue Response*
- *Fire Investigation*

## Description

To provide quick, proficient, emergency and non-emergency fire suppression and rescue assistance to victims of fire, accidents, and other disasters or emergencies in order to prevent or minimize loss of life or property. This includes fire suppression, notification and evacuation of citizens, rescue services including motor vehicle extrication, high angle, trench, elevator, water, and ice rescue, investigation and mitigation of carbon monoxide or other gas leaks, and other hazardous materials incidents.

Additional contributions include standby fire and rescue service at public events, support to public education programs, supplement fire inspection and by-law enforcement program, fire investigation services potentially leading to offender identification, arrest and/or counselling in regard to incidents of deliberately set fires and response to medical emergencies.

## Key Goals

1. Improve capacity to effectively respond to emergencies and disasters in a manner that is financially sustainable for the citizens of Winnipeg.
2. Invest in technology, equipment, and staff training to maximize safety for all emergency responders as well as the public.
3. Invest in technology, equipment, and staff training to protect the environment.
4. Ensure a respectful work environment and positive public image.

## Service Level Statistics

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

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

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

# Fire and Rescue Response

## Contributing Departments

Fire Paramedic Service 100 %

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

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

### 2 Expenses

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

### Full-time Equivalent Positions

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

# Fire and Rescue Response

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

## Additional Financial Information

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

# Fire and Injury Prevention

*Includes:*

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

## Description

To protect citizens, and minimize loss of life and property due to fire through ensuring adherence to existing building standards for construction, safety, and egress.

To provide citizens with fire and life safety education, advice, and promote safe choices that will reduce the need for emergency fire, rescue and medical services.

## Key Goals

1. Ensure safety of housing and other buildings through plan examinations, inspections, and fire code and by-law enforcement.
2. Identify and engage key target audiences to maximize effectiveness of educational opportunities.
3. Decrease the incidence of fire or injury emergencies through expansion of public education programs.
4. Investigate and pursue partnerships to enhance ability to prevent fire and injuries.
5. Save lives through promotion of public access defibrillation, and 'demand reduction' initiatives such as plan examinations and residential sprinklers.

## Service Level Statistics

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

\* 2014 Data restated to correct reporting error.

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

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

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

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

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

# Fire and Injury Prevention

## Contributing Departments

Fire Paramedic Service 100 %

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

### Explanation of 2017 Change from 2016

#### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	0.089
	0.089

#### 2 Expenses

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

#### Full-time Equivalent Positions

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

# Fire and Injury Prevention

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

# Medical Response

Includes:

- Medical Response
- Medical Transfers

## Description

To provide quick, proficient primary response to all medical emergency situations, including the provision of pre-hospital patient care, patient transport to hospital, patient transfer services between facilities, and standby at critical police and fire rescue incidents, and special events.

## Key Goals

1. Improve capacity to effectively respond to medical emergencies in a manner that is financially sustainable for the citizens of Winnipeg.
2. Improve quality of medical service provided.
3. Expand the quality improvement process to quantify and improve customer satisfaction.
4. Pursue partnerships to enhance delivery of medical service.
5. Ensure a respectful work environment and positive public image.

## Service Level Statistics

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

# Medical Response

## Contributing Departments

Fire Paramedic Service 100 %

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

## **Explanation of 2017 Change from 2016**

### **(in millions of \$)**

#### **1 Revenues**

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

#### **2 Expenses**

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

## **Full-time Equivalent Positions**

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

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

## Medical Response

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

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

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

# Disaster Preparedness and Response

## Description

To provide a prompt and coordinated response by the City of Winnipeg to major peacetime disasters by:

- Minimizing the impact of an emergency or disaster on the City of Winnipeg.
- Protecting and preserving the health and property of the citizens of Winnipeg.
- Maintaining and restoring essential services during an emergency or disaster.
- Acting as a host community for evacuees from outside the city upon request from the proper authority.

## Key Goals

1. Prepare and test plans and strategies for new and emerging health risks and hazards.
2. Develop new and/or enhance current partnerships with other levels of government, authorities and community agencies.
3. Enhance the City's emergency plan to be more responsive to the needs of at risk populations (e.g. disabled, seniors, and children) and geographic communities and stakeholders within Winnipeg.
4. Provide emergency preparedness education and training to staff, partnering agencies and the general community.

## Service Level Statistics

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

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

# Disaster Preparedness and Response

## Contributing Departments

Fire Paramedic Service 92 %  
Community Services 8 %

Operating Budget (in millions of \$)	2015 Actual	2016 Budget	2017 Adopted Budget	Variance Expl.	2018 Projection	2019 Projection
Service revenue	-	-	-	1	-	-
Provincial funding (service specific)	-	-	-		-	-
<b>Revenues</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		<b>0.000</b>	<b>0.000</b>
Salaries and benefits	0.167	0.232	0.442		0.653	0.863
Services	0.045	0.047	0.049		0.049	0.049
Materials, parts, and supplies	0.006	0.006	0.006		0.006	0.006
Assets and purchases	0.004	0.003	0.003		0.004	0.004
Debt and finance charges	-	-	-		-	-
Grants, transfers and other	0.088	0.088	0.089		0.089	0.089
Recoveries	(0.001)	(0.004)	(0.001)		(0.001)	(0.001)
<b>Operating expenses</b>	<b>0.310</b>	<b>0.373</b>	<b>0.587</b>	2	<b>0.799</b>	<b>1.009</b>
Transfer to Capital	-	-	-		-	-
<b>Total Expenses</b>	<b>0.310</b>	<b>0.373</b>	<b>0.587</b>		<b>0.799</b>	<b>1.009</b>
<b>Mill Rate Support/(Contribution)</b>	<b>0.310</b>	<b>0.373</b>	<b>0.587</b>		<b>0.799</b>	<b>1.009</b>
<b>Full-time Equivalent Positions</b>	<b>1</b>	<b>2</b>	<b>5</b>		<b>6</b>	<b>8</b>

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

n/a

#### 2 Expenses

Increase in salaries and benefits

0.210

Miscellaneous adjustments

0.004

0.214

### Full-time Equivalent Positions

Increase of one emergency management coordinator and one public information officer.  
An increase of one FTE related to a refinement of the service based view.

# Recreation

## Includes:

- Aquatics Programs
- Arenas
- Casual Facility Use
- Community Centres
- Ice Skating
- Recreation Programs

## Description

Provide high quality aquatics, recreation and leisure opportunities/programs in order to enhance life skills, community leadership development and overall quality of life for citizens in our neighbourhoods.

## Key Goals

1. Continuously improve services to be more responsive to the recreational, cultural and leisure needs of Winnipeggers.
2. Provide leadership and support the work of other service providers to build the foundation for quality of life and to promote a safe and healthy community.
3. Provide recreation services by collaborating and leveraging resources through partnerships.
4. Provide equitable opportunities to participate in recreation programs and services.
5. Provide meaningful and relevant recreational opportunities to increase the participation of Aboriginal youth in City of Winnipeg services.
6. Provide community development and recreation opportunities for vulnerable youth as an integral component of crime prevention efforts.
7. Provide safe and healthy environments in the delivery of programs conducive to an enjoyable experience and personal well-being.

## Service Level Statistics

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

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

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

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

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

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

# Recreation

## Contributing Departments

Community Services 100 %

Operating Budget (in millions of \$)	2015 Actual	2016 Budget	2017 Adopted Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	12.827	12.863	12.863		12.863	12.863
Provincial funding (service specific)	0.500	0.500	0.500		0.500	0.500
<b>Revenues</b>	<b>13.327</b>	<b>13.363</b>	<b>13.363</b>	<b>1</b>	<b>13.363</b>	<b>13.363</b>
Salaries and benefits	18.964	19.958	20.479		21.076	21.587
Services	2.869	3.091	3.078		3.076	3.072
Materials, parts, and supplies	0.373	0.528	0.505		0.511	0.508
Assets and purchases	0.107	0.092	0.056		0.061	0.057
Debt and finance charges	0.212	0.346	0.270		0.269	0.337
Grants, transfers and other	27.283	27.353	28.033		30.370	33.672
Recoveries	(0.493)	(0.512)	(0.579)		(0.591)	(0.601)
<b>Operating expenses</b>	<b>49.314</b>	<b>50.857</b>	<b>51.842</b>		<b>54.772</b>	<b>58.633</b>
Transfer to Capital	5.182	1.592	6.720		6.110	6.693
<b>Total Expenses</b>	<b>54.496</b>	<b>52.448</b>	<b>58.562</b>	<b>2</b>	<b>60.883</b>	<b>65.326</b>
<b>Mill Rate Support/(Contribution)</b>	<b>41.170</b>	<b>39.085</b>	<b>45.199</b>		<b>47.519</b>	<b>51.963</b>
<b>Full-time Equivalent Positions</b>	<b>363</b>	<b>358</b>	<b>367</b>		<b>367</b>	<b>367</b>

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

n/a

#### 2 Expenses

Transfer to Capital	5.128
Increase in building services charges	0.765
Increase in salaries and benefits	0.521
Grant for University of Winnipeg - Youth Summer Pilot program	0.160
Increase in Universal Funding Formula grants to community centres	0.123
Due to the closure of the Wading and Outdoor Pool Extended Season Reserve effective January 1, 2017, eliminate transfer to the reserve and re-allocate to salaries and benefits and building services charges	(0.352)
Decrease in debt and finance charges	(0.076)
Miscellaneous adjustments	(0.155)
	<u>6.114</u>

### Full-time Equivalent Positions

Increase of 9 FTEs primarily due to the closure of the Wading and Outdoor Pool Extended Season Reserve resulting in the inclusion of temporary FTEs previously paid from the Reserve (6), adjustment of positions within existing resources (2), additional asset management staff (1), and the refinement of the service based view (2); offset by a reduction of 2 FTEs due to the transfer of the Bilingual Service Centre to Organization Support Services.

# Recreation

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

## Additional Financial Information

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

# Parks and Urban Forestry

*Includes:*

- Park Grass Maintenance
- Park Amenity Maintenance
- Athletic Field Maintenance
- Park Pathway Maintenance
- Park Planning / Development
- Tree Planting
- Tree Pruning & Removal (non-DED)
- Dutch Elm Disease Control (DED)
- Weed Control
- Natural Areas Management
- Playground Management
- Winter Amenity Maintenance
- Boulevard Maintenance

## Description

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

This service includes park, boulevard, and open space maintenance; litter collection; athletic field maintenance; pathway maintenance; park planning and development (shared with Planning, Property and Development); tree planting, pruning, removal; Dutch Elm Disease control (inspection, removal, disposal, public education); weed control (inspection, serving of weed notices); natural areas management (replanting of native species, controlled burns, native and invasive species monitoring, education); playground equipment inspection and repair; and winter amenity maintenance (knock-down hockey rinks, pleasure skating rinks/ponds, toboggan slides/hills, park pathway snow clearing, cross-country ski trails and speed skating oval maintenance).

## Key Goals

1. Maintain and improve parks, athletic fields, playgrounds and related amenities to meet community leisure needs and interests.
2. Provide natural environment and conservation education.
3. Preserve and enhance natural areas across the City's park and open space system.
4. Protect and enhance the urban forest through effective tree care practices and replacement planting.
5. Invest strategically in new and existing infrastructure.

## Service Level Statistics

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

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

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

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

[A] Includes 609 hectares of boulevard turf, and 238 hectares of Athletic Field turf.

[B] Measures do not include data from Assiniboine Park.

# Parks and Urban Forestry

## Contributing Departments

Public Works 96 %  
 Planning, Prop. & Devl. 4 %

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

Miscellaneous adjustments	(0.028)
	(0.028)

### 2 Expenses

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

## Full-time Equivalent Positions

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

# Parks and Urban Forestry

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

# Parks and Urban Forestry

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

## Additional Financial Information

<b>Reserves</b>					
<b>Balance, December 31 (in millions of \$)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Forecast</b>	<b>Adopted</b>	<b>Projection</b>	<b>Projection</b>
Land Dedication Reserve	7.307	7.540	7.421	7.353	7.285

<b>Capital Budget</b>	<b>2017</b>	<b>2018 - 2022</b>	<b>6 Year</b>
(In millions of \$)	<b>Adopted</b>	<b>Forecast</b>	<b>Total</b>
	9.291	39.413	48.704

# Golf Services (SOA)

## Description

The City of Winnipeg has operated municipal golf courses since 1921. Winnipeg Golf Services was established in 2002 to administer the City's 12 golf course assets. The Agency is responsible for operating and maintaining golf courses, managing contracts and leases for City lands used by privately operated golf courses, managing a contracted cross country ski operation and other services compatible with a golf operation.

## Key Goals

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

## Service Level Statistics

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

There are four different types of arrangements under which the golf courses are managed:

- City Operated and Maintained: Kildonan Park, Windsor Park, Crescent Drive
- Leased Properties: Rossmere, St. Boniface, Transcona, Wildwood Club, Assiniboine, Canoe Club, Tuxedo
- Managed Contract: John Blumberg
- City Maintained/Contractor Operated: Harbour View Golf Course and Recreation Complex

# Golf Services (SOA)

## Contributing Departments

Golf Services SOA 100 %

<b>Operating Budget</b> (in millions of \$)	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Adopted Budget</b>	<b>Variance Expl.</b>	<b>2018 Projection</b>	<b>2019 Projection</b>
Service Revenue	2.551	2.688	3.222		2.723	2.839
Grant from the City	0.970	0.750	0.462		0.861	1.793
Provincial funding (service specific)	0.023	0.024	0.024		0.024	0.025
<b>Revenues</b>	<b>3.544</b>	<b>3.462</b>	<b>3.707</b>	<b>1</b>	<b>3.608</b>	<b>4.657</b>
Salaries and benefits	1.341	1.506	1.557		1.599	1.635
Services	0.704	0.605	0.725		0.738	0.752
Materials, parts and supplies	0.208	0.182	0.220		0.224	0.229
Assets and purchases	-	-	-		-	-
Debt and finance charges	0.234	0.285	0.439		0.329	0.321
Grants, transfers and other	0.189	0.172	0.033		0.033	0.034
Recoveries	(0.024)	-	-		-	-
<b>Operating expenses</b>	<b>2.653</b>	<b>2.750</b>	<b>2.973</b>		<b>2.923</b>	<b>2.971</b>
Transfer to Capital	-	-	-		-	1.000
<b>Total Expenses</b>	<b>2.653</b>	<b>2.750</b>	<b>2.973</b>	<b>2</b>	<b>2.923</b>	<b>3.971</b>
<b>Surplus/(Deficit)</b>	<b>0.891</b>	<b>0.712</b>	<b>0.734</b>		<b>0.685</b>	<b>0.687</b>
<b>Full-time Equivalent Positions</b>	<b>22</b>	<b>24</b>	<b>24</b>		<b>24</b>	<b>24</b>

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

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

### 2 Expenses

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

# Golf Services (SOA)

## Additional Financial Information

<b>Reserves</b>					
	<b>2015 Actual</b>	<b>2016 Forecast</b>	<b>2017 Adopted Budget</b>	<b>2018 Projection</b>	<b>2019 Projection</b>
Balance, December 31 (in millions of \$)					
Golf Course Reserve	0.453	0.452	-	-	-

<b>Capital Budget</b>	<b>2017 Adopted</b>	<b>2018 - 2022 Forecast</b>	<b>6 Year Total</b>
(In millions of \$)	-	1.000	1.000

# Community Liveability

## Includes:

- *Community By-law Enforcement*
- *Bicycle Recovery*
- *Citizen Crisis Response*
- *Social Grants*

## Description

Through outreach, promotion, prevention, protection and regulatory services, support the development of a healthy community including:

- Community By-law Enforcement Services (CBES) with a focus on neighbourhood liveability including housing and property standards.
- Business Licensing (Doing Business in Winnipeg By-law) and Taxicabs.
- Crisis response coordination - connecting citizens to available services as required in relation to mandated city services.
- Emergency health and social services response to citizens during local emergencies and disasters.
- Administration of social grants to community organizations to provide a service that the City of Winnipeg would otherwise need to provide in support of safe and healthy neighbourhoods.
- Administration of a bicycle recovery program.

## Key Goals

1. To continue to build and enhance performance measurement/accountability systems in order to improve service quality, operational due diligence, and customer service.
2. To continue to build on the success of our community-based civic engagement model to strengthen partnerships and increase community capacity.
3. To continue to deliver an efficient and comprehensive Vacant Building Program designed to accelerate property restoration and re-occupancy.

## Service Level Statistics

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

\* The increase in Officer/By-law Support Worker visits in 2014 and 2015 is due to an increase in temporary seasonal staff.

\*\* The Vacant Building Program started in October 2010. At that time, there were 577 vacant buildings.

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

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

# Community Liveability

## Contributing Departments

Community Services 100 %

<b>Operating Budget</b> (in millions of \$)	<b>2015 Actual</b>	<b>2016 Budget</b>	<b>2017 Adopted Budget</b>	<b>Variance Expl.</b>	<b>2018 Projection</b>	<b>2019 Projection</b>
Service revenue	1.081	0.842	0.882	1	0.882	0.882
Provincial funding (service specific)	-	-	-		-	-
<b>Revenues</b>	<b>1.081</b>	<b>0.842</b>	<b>0.882</b>		<b>0.882</b>	<b>0.882</b>
Salaries and benefits	3.064	3.266	3.289		3.402	3.481
Services	0.569	0.569	0.570		0.570	0.569
Materials, parts, and supplies	0.045	0.071	0.066		0.068	0.067
Assets and purchases	0.010	0.021	0.018		0.020	0.019
Debt and finance charges	0.015	0.018	0.018		0.018	0.018
Grants, transfers and other	1.143	1.135	1.148		1.141	1.143
Recoveries	(0.284)	(0.201)	(0.168)		(0.168)	(0.156)
<b>Operating expenses</b>	<b>4.563</b>	<b>4.880</b>	<b>4.943</b>	<b>5.053</b>	<b>5.141</b>	
Transfer to Capital	-	-	-	-	-	
<b>Total Expenses</b>	<b>4.563</b>	<b>4.880</b>	<b>4.943</b>	<b>2</b>	<b>5.053</b>	<b>5.141</b>
<b>Mill Rate Support/(Contribution)</b>	<b>3.482</b>	<b>4.038</b>	<b>4.062</b>		<b>4.171</b>	<b>4.259</b>
<b>Full-time Equivalent Positions</b>	<b>44</b>	<b>44</b>	<b>43</b>		<b>43</b>	<b>43</b>

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	0.040
	<u>0.040</u>

#### 2 Expenses

Increase in salaries and benefits	0.023
Include one-time grant to Take Pride for Snow Angels Program to complete pilot program in 2017 only	0.007
Increase grant to Mediation Services annually to \$10,000	0.005
Miscellaneous adjustments	0.028
	<u>0.063</u>

### Full-time Equivalent Positions

Decrease due to refinement of service based view.

# Community Liveability

Service Detail		2015	2016	2017	2018	2019
Sub-services (in millions of \$)		Actual	Budget	Adopted Budget	Projection	Projection
Community Health Inspection	Revenue	0.184	-	-	-	-
	Operating expenses	0.111	-	-	-	-
	Transfer to Capital	-	-	-	-	-
		(0.073)	-	-	-	-
Community By-law Enforcement	Revenue	0.820	0.760	0.800	0.800	0.800
	Operating expenses	3.377	3.735	3.781	3.886	3.965
	Transfer to Capital	-	-	-	-	-
		2.557	2.975	2.981	3.087	3.166
Bicycle Recovery	Revenue	0.077	0.082	0.082	0.082	0.082
	Operating expenses	0.153	0.186	0.191	0.193	0.195
	Transfer to Capital	-	-	-	-	-
		0.076	0.104	0.109	0.111	0.113
Citizen Crisis Response	Revenue	-	-	-	-	-
	Operating expenses	0.162	0.190	0.188	0.194	0.199
	Transfer to Capital	-	-	-	-	-
		0.162	0.190	0.188	0.194	0.199
Social Grants	Revenue	-	-	-	-	-
	Operating expenses	0.760	0.769	0.784	0.780	0.782
	Transfer to Capital	-	-	-	-	-
		0.760	0.769	0.784	0.780	0.782
<b>Mill Rate Support/(Contribution)</b>		<b>3.482</b>	<b>4.038</b>	<b>4.062</b>	<b>4.171</b>	<b>4.259</b>

# Libraries

Includes:

- *Library Circulation*
- *Library Information*
- *Children's Library*

## Description

To enrich the lives of all Winnipeg citizens and their communities by providing high quality, responsive and innovative library services.

## Key Goals

1. Provide excellent customer service as public needs evolve.
2. Enhance strategic partnerships with organizations to better meet the unique needs of the community.
3. Invest in more programs and services that advance digital literacy.
4. Support the development of early literacy skills in young children through increased investment in materials, services and programs for families, childcare providers and educators.
5. Ensure all library branches are welcoming and accessible destinations.
6. Adjust open hours of library branches to encourage new library users to visit and to be more convenient.
7. Select material that reflects the diverse needs of the community so that relevant print, digital and special collections are freely available.
8. Increase awareness of the library and its benefits through expanded promotion of programs/services.
9. Develop stronger relationships with newcomers and Indigenous peoples by providing responsive programs and services.
10. Provide opportunities for older adults to meet, learn and contribute so that we build strong connections within the community.
11. Expand the impact of the library beyond branches through community outreach and digital services.

## Service Level Statistics

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

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

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

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

# Libraries

## Contributing Departments

Community Services 100 %

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

Increase Provincial grants	0.044
Miscellaneous adjustments	(0.006)
	<u>0.038</u>

### 2 Expenses

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

## Full-time Equivalent Positions

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

# Libraries

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

## Additional Financial Information

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

# Arts, Entertainment and Culture

*Includes:*

- Arts, Entertainment and Culture Grants
- Arts, Entertainment and Culture Events
- Museums
- Assiniboine Park Conservancy

## Description

To provide citizens and visitors with attractions, entertainment, arts and cultural events that contribute to a dynamic urban image, economic development and a vibrant city lifestyle through:

- Operating and capital grant support to the Assiniboine Park Conservancy Inc., a not-for-profit corporation established to manage, fundraise and redevelop Assiniboine Park and its attractions. Assiniboine Park is a 400 acre manicured English landscape style park featuring a zoo with one of Canada's largest animal collections, a conservatory with ever-changing botanic displays, outdoor gardens, theatre, performance and art displays, annual community events, trails, meadows and athletic fields for year-round leisure activities;
- Grant support to museums, arts, entertainment and cultural communities to provide a wide range of events, shows and displays for Winnipeg residents and visitors to the City; and
- Attracting and assisting film-makers and event organizers by providing logistical support, facilitated contact and liaison with civic departments, private sector business and organizations in support of a welcoming community for film activities and a strong and vibrant calendar of cultural and special events.

## Key Goals

1. Work with Assiniboine Park Conservancy to support capital development and improvement to the Park.
2. Support film, culture and special events by working cooperatively with civic departments and other organizations to provide logistical support to the film industry, event organizers, and arts organizations.

## Service Level Statistics

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

# Arts, Entertainment and Culture

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

n/a

### 2 Expenses

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

# Arts, Entertainment and Culture

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

## Additional Financial Information

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

# Insect Control

## Description

Provide insect abatement in order to protect persons and properties against the negative effects of insects while minimizing impact on the environment.

## Key Goals

1. Effective and coordinated nuisance mosquito control and West Nile Virus response.
2. As part of the Insect Control Strategy, larviciding is completely biological in 2015.
3. Protect the urban forest by reducing the damage caused by defoliating insects such as cankerworms and gypsy moths, and controlling Elm Bark beetles, the carrier for Dutch Elm disease.
4. Enhance insect abatement initiatives while minimizing the impact on the environment.
5. Enhance public education and communication systems related to Insect Control.

## Service Level Statistics

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

\* In addition to Winnipeg, portions or all of the following municipalities are larvicided: East St. Paul, Headingley, Ritchot, Rosser, Springfield, St. Clements, Tache, West St. Paul, MacDonald, St. Andrews.

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

# Insect Control

## Contributing Departments

Public Works            100 %

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

Full-time Equivalent Positions	72	68	68	68	68
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### Explanation of 2017 Change from 2016

(in millions of \$)

#### 1 Revenues

Transfer from Insect Control Reserve	(0.300)
	(0.300)

#### 2 Expenses

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

### Additional Financial Information

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

# Animal Services (SOA)

## Description

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

- Licensing: Animal licensing and animal permits.
- Kenneling: Kenneling and care for stray animals and dogs running at large picked up by the Agency, quarantine kennelling for biting dogs.
- Adoption/Community Education: Provides adoption opportunities for unclaimed dogs reducing euthanasia. Provides outreach pet ownership and animal safety education to school groups and various service organizations.
- By-Law Enforcement: Enforcement of all animal related by-laws, neighbourhood dispute resolution, investigation and response, picking up injured animals, after hours emergency response, police and fire assists, investigation of illegal animal complaints.

The Agency also provides funding to the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals and a subsidized cat spray/neutering program.

## Key Goals

1. Increase customer service and satisfaction.
2. Improve health and safety of neighbourhoods.
3. Improve the Agency's public image.

## Service Level Statistics

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

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

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

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

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

# Animal Services (SOA)

## Contributing Departments

Animal Services SOA 100 %

Operating Budget (in millions of \$)	2015 Actual	2016 Budget	2017 Adopted Budget	Variance Expl.	2018 Projection	2019 Projection
Service Revenue	2.398	2.472	2.450	1	2.501	2.550
Grant from the City	1.404	1.379	1.320		1.320	1.320
Provincial funding (service specific)	0.029	0.028	0.029		0.030	0.030
<b>Revenues</b>	<b>3.831</b>	<b>3.880</b>	<b>3.799</b>		<b>3.850</b>	<b>3.899</b>
Salaries and benefits	1.607	1.772	1.824	2	1.893	1.945
Services	0.655	0.752	0.681		0.691	0.699
Materials, parts and supplies	0.107	0.173	0.138		0.140	0.140
Assets and purchases	0.003	0.003	0.048		0.008	0.008
Debt and finance charges	0.068	0.055	0.057		0.058	0.058
Grants, transfers and other	0.916	1.030	1.082		1.082	1.082
Recoveries	-	-	-		-	-
<b>Expenses</b>	<b>3.356</b>	<b>3.785</b>	<b>3.830</b>		<b>3.873</b>	<b>3.933</b>
<b>Surplus/(Deficit)</b>	<b>0.475</b>	<b>0.095</b>	<b>(0.031)</b>	<b>(0.022)</b>	<b>(0.034)</b>	
<b>Full-time Equivalent Positions</b>	<b>27</b>	<b>28</b>	<b>28</b>		<b>28</b>	<b>28</b>

Animal Services is a Special Operating Agency (SOA) with its own operating charter approved by Council. SOA budgets are subject to change based on Council approvals in the business plan report process. The mill rate support grant from the City is administered through the Community Services Department. This includes funding in the amount of \$652,273 annually for a Service Agreement with the Winnipeg Humane Society for the intake/sheltering of stray cats, care of injured animals and a subsidized cat spray/neutering program.

### Explanation of 2017 Change from 2016

#### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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



# Organizational Support Services

## Includes:

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

## Description

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

## Key Goals

1. To provide organizational leadership in implementing Council's policies and priorities through proactive organizational planning, effective issues management, strategic communications, the provision of professional advice and follow-up through report management.
2. To provide sound financial stewardship towards responsible City government by strengthening financial performance, improving information for decision-making and managing risks and exposures.
3. To provide the organization with efficient and effective human resource management support in order to sustain a diverse, respectful, safe, healthy and productive workforce.
4. To provide strategic direction and leadership in the planning and governance of City-wide Information Technology, and provide innovative and cost effective IT shared services to departments.
5. To provide a full range of legal services to Council and its committees, the Chief Administrative Officer, and the civic public service.
6. To deliver effective and cost efficient printing, graphic design, translation and mail services to the civic public service and elected officials.

## Service Level Statistics

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

\* Significant increase due to the civic election.

# Organizational Support Services

## Contributing Departments

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

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments	0.040
	0.040

#### 2 Expenses

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

# Organizational Support Services

## Full-time Equivalent Positions

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

Service Detail		2015	2016	2017	2018	2019
Sub-services (in millions of \$)		Actual	Budget	Adopted Budget	Projection	Projection
Chief Administrative Offices	Revenue	-	-	-	-	-
	Operating expenses	1.345	1.526	1.906	1.958	2.000
	Transfer to Capital	-	-	-	-	-
		1.345	1.526	1.906	1.958	2.000
Communications	Revenue	-	-	-	-	-
	Operating expenses	0.985	1.315	1.581	1.641	1.695
	Transfer to Capital	-	-	-	-	-
		0.985	1.315	1.581	1.641	1.695
Financial Management	Revenue	0.283	0.063	0.100	0.138	0.138
	Operating expenses	8.030	9.016	9.073	9.378	9.638
	Transfer to Capital	0.300	-	-	-	-
		8.046	8.953	8.973	9.240	9.500
Human Resource Management	Revenue	-	-	-	-	-
	Operating expenses	6.198	6.412	6.014	6.166	6.300
	Transfer to Capital	-	-	-	-	-
		6.198	6.412	6.014	6.166	6.300
Info Technology Management	Revenue	0.147	0.146	0.146	0.146	0.146
	Operating expenses	15.622	17.734	17.374	18.026	18.533
	Transfer to Capital	2.494	3.874	3.245	3.362	1.651
		17.969	21.462	20.473	21.242	20.038
Legal Services	Revenue	0.425	0.651	0.653	0.653	0.653
	Operating expenses	2.955	3.183	3.078	3.162	3.383
	Transfer to Capital	-	-	-	-	-
		2.530	2.533	2.426	2.510	2.731
Production Services	Revenue	-	-	-	-	-
	Operating expenses	1.025	1.243	1.405	1.446	1.485
	Transfer to Capital	-	-	-	-	-
		1.025	1.243	1.405	1.446	1.485
<b>Mill Rate Support/(Contribution)</b>		<b>38.097</b>	<b>43.444</b>	<b>42.778</b>	<b>44.203</b>	<b>43.749</b>

## Additional Financial Information

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

# Assessment, Taxation and Corporate

Includes:

- Assessment and Taxation
- Corporate Accounts

## Description

To provide timely and accurate property and business valuations, tax billing and collection services.

General revenue and corporate expenses/savings that are not attributable directly to any other public or internal service, include:

- Taxation revenue and tax credits.
- Unconditional grants from the Province of Manitoba.
- Provincial payroll tax and offsetting support grant from the Province.
- Revenue from sale of Winnipeg Hydro/utility dividends.
- Pension contribution adjustments.
- Interest income.
- Debt and finance charges not attributable to any other City services.
- Corporate risk management.

## Key Goals

1. Provide valuations that are accessible to the public.
2. Reduce the financial risk of assessment appeals.
3. Provide accurate valuations that are fair and timely.
4. Enhance the understanding of valuations and their underlying principles both internally and externally.
5. Deliver a timely, accurate tax billing and collection service.
6. Improve customer service.

## Service Level Statistics

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

\* General Reassessment

# Assessment, Taxation and Corporate

## Contributing Departments

Assessment & Taxation 84 %

Corporate Accounts 16 %

Operating Budget (in millions of \$)	2015 Actual	2016 Budget	2017 Adopted Budget	Variance Expl.	2018 Projection	2019 Projection
Property Taxation	529.429	549.345	569.316		586.224	600.656
Business Taxation	58.366	57.267	57.484		57.496	57.506
Other Taxation	24.198	24.955	25.341		26.080	26.974
Provincial grants	68.131	68.113	68.488		68.647	68.808
Sale of Winnipeg Hydro	16.000	16.000	16.000		16.000	16.000
Utility Dividend	30.732	31.969	35.595		38.215	40.492
Transfers from Other City Funds	13.984	22.360	15.560		0.060	0.060
Other corporate revenue (primarily tax penalty interest and general government charges)	26.048	27.554	28.450		26.889	26.904
<b>Revenues</b>	<b>766.888</b>	<b>797.563</b>	<b>816.234</b>	<b>1</b>	<b>819.612</b>	<b>837.401</b>
Salaries and benefits	(0.470)	0.281	1.201		12.569	14.754
Services	3.830	3.778	3.935		3.738	3.983
Materials, parts and supplies	0.255	0.384	0.395		0.387	0.407
Assets and purchases	0.017	0.031	0.028		0.028	0.031
Debt and finance charges	(2.242)	2.481	2.654		2.796	2.953
Grants, transfers and other	30.534	15.699	17.501		29.861	39.241
Recoveries	(3.471)	(0.499)	(0.499)		(0.499)	(0.507)
<b>Operating expenses</b>	<b>28.452</b>	<b>22.155</b>	<b>25.215</b>		<b>48.880</b>	<b>60.861</b>
Transfer to Capital	1.350	0.031	(0.530)		0.920	0.950
<b>Total Expenses</b>	<b>29.802</b>	<b>22.186</b>	<b>24.685</b>	<b>2</b>	<b>49.800</b>	<b>61.811</b>
<b>Mill Rate Support/(Contribution)</b>	<b>(737.086)</b>	<b>(775.377)</b>	<b>(791.549)</b>		<b>(769.812)</b>	<b>(775.590)</b>
<b>Full-time Equivalent Positions</b>	<b>139</b>	<b>143</b>	<b>136</b>		<b>136</b>	<b>136</b>

# Assessment, Taxation and Corporate

## Explanation of 2017 Change from 2016

(in millions of \$)

### 1 Revenues

Net increase in municipal property tax revenue due to growth in the assessment base, a 2.33% property tax increase, and impact of tax credit programs	20.528
Utility dividend	3.626
Increase in tax penalty interest revenue	1.500
Non-recurring settlement	1.000
Winnipeg Parking Authority dividend	0.500
Increase in provincial support grant	0.375
Increase in electricity and gas tax revenue	0.290
Net increase in business tax revenue due to impact of tax credit programs	0.217
Transfer from the General Purpose Reserve	(6.800)
Fleet Management Agency dividend	(1.400)
Decrease in net taxes added for Added Value Program	(0.556)
Decrease in Capital Construction Interest revenue	(0.500)
Miscellaneous adjustments	(0.109)
	<hr/>
	18.671

### 2 Expenses

Corporate accounts including risk management and efficiency savings held corporately	2.652
One-time value-in-kind grant for the 2017 Canada Summer Games	0.295
Increase in debt and finance charges	0.173
Increase in provincial payroll tax	0.159
Increase in salaries and benefits	0.145
Transfer to Capital	(0.561)
Decrease in salaries and other expenditures due to Added Value Program	(0.489)
Net decrease in sick leave and special severance pay	(0.169)
Miscellaneous adjustments	0.294
	<hr/>
	2.499

### Full-time Equivalent Positions

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

# Assessment, Taxation and Corporate

<b>Service Detail</b>						
<b>Sub-services (in millions of \$)</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
		<b>Actual</b>	<b>Budget</b>	<b>Adopted Budget</b>	<b>Projection</b>	<b>Projection</b>
Assessment and Taxation	Revenue	628.791	651.088	673.002	690.583	705.934
	Operating expenses	14.140	19.386	19.386	19.743	20.418
	Transfer to Capital	1.350	0.600	1.470	0.920	0.950
		<b>(613.301)</b>	<b>(631.102)</b>	<b>(652.146)</b>	<b>(669.920)</b>	<b>(684.566)</b>
Corporate	Revenue	138.097	146.476	143.232	129.029	131.467
	Operating expenses	14.312	2.770	5.830	29.137	40.443
	Transfer to Capital	-	(0.569)	(2.000)	-	-
		<b>(123.785)</b>	<b>(144.275)</b>	<b>(139.403)</b>	<b>(99.892)</b>	<b>(91.024)</b>
<b>Mill Rate Support/(Contribution)</b>		<b>(737.086)</b>	<b>(775.377)</b>	<b>(791.549)</b>	<b>(769.812)</b>	<b>(775.590)</b>

## Additional Financial Information

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

<b>Capital Budget</b>	<b>2017</b>	<b>2018 - 2022</b>	<b>6 Year</b>
(In millions of \$)	<b>Adopted</b>	<b>Forecast</b>	<b>Total</b>
	0.870	1.570	2.440

# Contact Centre - 311

## Description

To provide accurate information and enhanced customer service through requests for non-emergency services to the citizens and customers of the City of Winnipeg through a single point of contact.

## Key Goals

1. Improve citizen satisfaction through the ease of use and access to 311.
2. Improve call tracking capabilities to better analyze citizen needs for service.
3. Improve service request routing and tracking to ensure accountability to citizens.

## Service Level Statistics

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

Note: The difference between Total Calls Received and Total Calls Answered is due to a combination of abandoned calls, as well as the use of an Interactive Voice Response (IVR) system which answers the caller's question without needing to speak to an agent.

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

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

# Contact Centre - 311

## Contributing Departments

Corporate Support Services 100 %

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

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

Miscellaneous adjustments

0.001

0.001

#### 2 Expenses

Miscellaneous adjustments

0.202

0.202

### Full-time Equivalent Positions

Decrease due to refinement of the service based view.

# Council Services

*Includes:*

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

## Audit

### Description

The purpose of the Audit Department is to provide independent and objective information, advice and assurance with respect to the performance of civic services in support of open, transparent and accountable government. The Audit Department's primary client is City Council, through the Audit Committee (Executive Policy Committee). The value to Council is the ability to use credible information to support their decision-making efforts. Stakeholders are civic managers and citizens who are the recipients of our public reports.

### Key Goals

1. To provide independent and objective assurance on the efficiency and effectiveness of City operations as well as timely, relevant and value-added recommendations for improvement.
2. To influence organizational outcomes and accountability by promoting good governance, effective risk management and controllership, and comprehensive and transparent performance information.
3. To deliver high quality, cost-effective audit services.

### Service Level Statistics

Description	2013	2014	2015
Audit Committee Meetings	3	3	6
<b>Audit Projects Completed</b>			
Assurance Projects*	6	6	21
Advisory Projects*	8	5	13
Investigation Projects	11**	7**	32
Projects in Process	10**	11**	14

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

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

# Council Services

## City Clerks

### Description

The City Clerk's Department provides direct policy, procedural and administrative services to the Mayor, Speaker and Members of Council, Executive Policy Committee, Standing Policy Committees, the Mayor's Office and Senior Administrators. The Department is the gateway to the City for political decision-making and providing access to information about the City, its services and the decision-making process. It captures, communicates and maintains a complete and accurate record of all Council decisions since the City's inception.

The City Clerk's Department has statutory responsibility for the administration of elections and by-elections as designated by The City of Winnipeg Charter, The Municipal Councils and School Boards Elections Act and for supporting Council and its Committees under The City Organization By-law. The City Clerk is also designated as the head of the public body under The Freedom of Information and Protection of Privacy Act (FIPPA). The Department leads the City-wide Records Management program and preserves civic history through the operation of the City Archives. The Department also undertakes all hearings related to assessment appeals through the Board of Revision.

### Key Goals

1. To lead in the provision of customer service to our varied clients including the Mayor's Office, Councillors, the Administration and the Public.
2. Enable cost savings and improve delivery of services to Council and the Public through the ongoing development of information technology by continuing to enhance Open Government, e-government and other electronic systems.
3. Review existing systems to ensure they are in keeping with changing environmental conditions and making full usage of technology and processes to reduce costs and maximize efficiency.
4. Ensure democracy at the local government level with ongoing election planning and delivery for by-elections and general elections.

### Service Level Statistics

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

\* Service started in 2015.

\*\* Restated for 2014 to correct a reporting error.

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

# Council Services

## Contributing Departments

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

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

\* Civic Initiatives, Promotional and Protocol (partially allocated to the Economic Development Service) are Mayor's Office programs that may include making grants:

- (a) to assist a charitable or non-profit organization, association or corporation;
- (b) to aid sports and recreation;
- (c) to support economic and cultural development;
- (d) to improve, preserve, repair, maintain, convert or develop any property in the City; or
- (e) for any other purpose that the Mayor considers may be in the interests or to the advantage of the City or its citizens.

## Explanation of 2017 Change from 2016

### (in millions of \$)

#### 1 Revenues

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

#### 2 Expenses

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

# Council Services

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

## Additional Financial Information

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





The City of Winnipeg

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## Appendices

# **2017 Adopted Operating and Capital Budget**



**THE CITY OF WINNIPEG**  
**2017 Adopted Operating Budget and 2018 and 2019 Projections**  
**TAX SUPPORTED SUMMARY**

	2016 Adopted Budget	2017 Adopted Budget	Variance <sup>1</sup> \$	Variance %		2018 Projection	2019 Projection
<b>Revenue:</b>							
Property tax	\$ 549,345,228	\$ 569,316,149	\$ 19,970,921	3.6	1	\$ 586,223,675	\$ 600,656,354
Business tax	57,267,226	57,483,732	216,506	0.4	2	57,496,279	57,506,279
Other taxation	24,955,247	25,341,419	386,172	1.5	3	26,080,029	26,973,983
Street renewal frontage levy	62,374,008	62,837,258	463,250	0.7	4	63,163,885	63,627,730
Government grants	123,618,578	127,789,071	4,170,493	3.4	5	130,363,446	129,421,052
Regulation fees	50,757,683	59,209,662	8,451,979	16.7	6	59,029,049	59,954,687
Sale of goods and services	63,169,506	62,796,207	(373,299)	(0.6)	7	64,160,172	65,162,213
Interest	17,101,684	18,101,692	1,000,008	5.8	8	18,001,702	18,001,711
Transfers from other funds	55,203,239	41,512,081	(13,691,158)	(24.8)	9	23,995,516	23,018,258
Other	51,337,486	55,121,249	3,783,763	7.4	10	56,244,606	58,549,156
<b>Total Revenue</b>	<b>\$1,055,129,885</b>	<b>\$ 1,079,508,520</b>	<b>\$ 24,378,635</b>	<b>2.3</b>		<b>\$ 1,084,758,359</b>	<b>\$ 1,102,871,423</b>
<b>Expenditures:</b>							
Departmental:							
Police Service <sup>2</sup>	\$ 280,669,573	\$ 288,000,280	\$ 7,330,707	2.6	11	\$ 294,999,586	\$ 303,216,144
Public Works	215,520,928	229,990,833	14,469,905	6.7	12	255,209,447	253,671,003
Fire Paramedic Service	190,273,654	199,219,481	8,945,827	4.7	13	211,163,672	216,242,542
Community Services	111,408,533	114,891,529	3,482,996	3.1	14	122,689,726	129,159,249
Planning, Property and Development	45,528,018	45,597,686	69,668	0.2	15	47,417,537	48,138,477
Water and Waste	30,399,443	32,292,739	1,893,296	6.2	16	33,932,399	34,612,075
Street Lighting	12,962,647	13,398,809	436,162	3.4	17	14,073,382	14,788,702
Corporate Support Services	37,253,982	35,995,704	(1,258,278)	(3.4)	18	37,093,068	36,172,419
Assessment and Taxation	19,985,887	20,855,802	869,915	4.4	19	20,662,529	21,367,992
Corporate Finance	9,015,503	9,073,426	57,923	0.6	20	9,378,311	9,637,877
City Clerks	14,550,008	14,946,733	396,725	2.7	21	14,261,595	13,943,431
Other departments	15,205,821	16,048,156	842,335	5.5	22	16,350,584	16,782,606
Sub-total Departmental	\$ 982,773,997	\$ 1,020,311,178	\$ 37,537,181	3.8		\$ 1,077,231,836	\$ 1,097,732,517
Corporate:							
Debt and finance charges	\$ 542,945	\$ 567,892	\$ 24,947	4.6	23	\$ 484,946	\$ 479,546
Taxes	10,576,362	10,734,993	158,631	1.5	24	10,896,003	11,059,429
Insurance and damage claims	4,130,682	3,838,052	(292,630)	(7.1)	25	3,960,413	4,047,805
Contribution to Transit	69,918,833	55,125,727	(14,793,106)	(21.2)	26	67,099,439	78,506,247
Other	(12,812,934)	(11,069,322)	1,743,612	13.6	27	13,965,267	25,020,511
Sub-total Corporate	\$ 72,355,888	\$ 59,197,342	\$ (13,158,546)	(18.2)		\$ 96,406,068	\$ 119,113,538
<b>Total Expenditures</b>	<b>\$1,055,129,885</b>	<b>\$ 1,079,508,520</b>	<b>\$ 24,378,635</b>	<b>2.3</b>		<b>\$ 1,173,637,904</b>	<b>\$ 1,216,846,055</b>
<b>Shortfall</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>			<b>\$ (88,879,545)</b>	<b>\$ (113,974,632)</b>

## Notes:

- 1) The variance includes the change in the transfer to capital based on the 2017 capital budget (see Appendix 5).
- 2) 2016 expenditures restated to \$284,354,554 when employer's pension contribution rate increase of 15.63% to 17.94% (\$3,684,981) is included, resulting in a year over year increase of 1.3%.

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

<u>Expl.</u> <u>No.</u>	<u>Explanations</u>	<u>Variance</u>
<b>1</b>	<b>Property tax</b> 2017 property tax revenue reflects a mill rate of 13.063 and includes a 1% property tax increase dedicated to the renewal of local streets, lanes and sidewalks, an additional 1% property tax increase dedicated to the renewal of regional streets and sidewalks, and a .33% property tax increase dedicated to the second phase of the Southwest Rapid Transitway, for a total property tax increase of 2.33%.	\$ 19,970,921
<b>2</b>	<b>Business tax</b> 2017 business tax rate has been reduced from 5.3% to 5.25%. The small business tax credit program will provide a full rebate in 2017 to businesses with an annual rental value of \$32,220 (2016 - \$32,220) or less. Economic Development Business Tax Credit and the Heritage Business Tax Credit.	\$ -  216,506
	Total	\$ 216,506
<b>3</b>	<b>Other taxation</b> Net increase in Electricity and Natural Gas Tax revenue. Miscellaneous taxation revenue.	\$ 290,000 96,172
	Total	\$ 386,172
<b>4</b>	<b>Street renewal frontage levy</b> Increase in Street renewal frontage levy revenue for frontage foot growth.	\$ 463,250

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

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

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

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

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

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

**THE CITY OF WINNIPEG**  
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**TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016**

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

**THE CITY OF WINNIPEG**  
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**TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016**

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

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

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

**THE CITY OF WINNIPEG**  
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**TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016**

<b>Expl. No.</b>	<b><u>Explanations</u></b>	<b><u>Variance</u></b>
<b>14</b>	<b>Community Services</b>	
	Increase in transfer to Municipal Accommodations related to capital expenditures.	\$ 1,556,106
	Increase in facilities costs.	1,073,570
	Increase in salaries and benefits, including the addition of 6 positions from Planning, Property and Development for the Homelessness Partnership Strategy, offset by 3 positions for the Bilingual Service Centre transferred to the Chief Administrative Offices.	1,184,060
	Net increase in debt and finance charges.	590,381
	One-time grant to Louis Riel School Division for the Dakota Collegiate Alumni Field (\$350,000) and for the "Dale Bradshaw Outdoor Basketball Court" (\$180,000).	530,000
	Grant of \$10,840,000 to Assiniboine Park Conservancy (APC).	328,000
	Grant to the University of Winnipeg for the "youthunited@winnipeg" program.	160,000
	Increase in grants to community centres.	122,916
	Grant to the Pan Am Boxing Club.	18,000
	One-time grant to Take Pride - Snow Angels Program to complete the winter pilot project.	7,000
	Increase grant to Mediation Services to \$10,000 annually.	5,000
	Transfer to Capital.	(1,637,000)
	Due to the closure of the Wading and Outdoor Pool Extended Season Reserve effective January 1, 2017, eliminate transfer to the reserve and reallocate costs to salaries and benefits and building services charges.	(351,800)
	Non-recurring grant to the United Way of Winnipeg for "Peg" Community Indicators.	(30,000)
	Net operational cost decreases.	(73,237)
	<b>Total</b>	<b><u>\$ 3,482,996</u></b>

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

<b><u>Expl.</u></b>	<b><u>No.</u></b>	<b><u>Explanations</u></b>	<b><u>Variance</u></b>
<b>15</b>		<b>Planning, Property and Development</b>	
		Increase in salaries and benefits, including the annualization of positions as part of Council's adoption of the Comprehensive Fee Review of Planning, Development and Building Fees and Charges report in 2016, offset by the transfer of 6 positions to Community Services for the Homelessness Partnership Strategy.	\$ 860,143
		Decrease in recoveries.	717,290
		Transfer to Capital.	652,000
		Grants for waterways programming, now paid from the General Revenue Fund, due to the closure of the General Revenue Enterprises Fund.	65,000
		One-time increase in grant to Heritage Winnipeg Corporation to \$40,000 in 2017.	5,250
		Transfer to Municipal Accommodations for vacant, common and corporate space.	(1,951,543)
		Decrease in transfer to Golf Services SOA.	(287,859)
		Net operational cost increases.	9,387
		<b>Total</b>	<b><u>\$ 69,668</u></b>
<b>16</b>		<b>Water and Waste</b>	
		Transfer to Capital.	\$ 1,170,000
		Increase in garbage collection contract costs.	671,900
		Net operational cost increases.	51,396
		<b>Total</b>	<b><u>\$ 1,893,296</u></b>

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

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

**THE CITY OF WINNIPEG**  
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**TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016**

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

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

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

**THE CITY OF WINNIPEG**  
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**TAX SUPPORTED EXPENDITURES - 2017 Compared to 2016**

<b><u>Expl. No.</u></b>	<b><u>Explanations</u></b>	<b><u>Variance</u></b>
<b>23</b>	<b>Debt and finance charges</b>	
	Increase in corporate debt and finance charges.	\$ 24,947
<b>24</b>	<b>Taxes</b>	
	Increase in provincial payroll tax estimate.	\$ 158,631
<b>25</b>	<b>Insurance and damage claims</b>	
	Insurance costs reflecting recent experience with claims and premiums, offset by an allocation of premium costs transferred to the Water and Waste Utility.	\$ (292,630)
<b>26</b>	<b>Contribution to Transit</b>	
	Contribution to Transit (refer to variance explanation #5 under "Utility Operations" section of this appendix for additional information on Transit).	\$ (14,793,106)
<b>27</b>	<b>Other</b>	
	Net increases, including provision for corporate risk management.	\$ 7,712,081
	One-time grant for value-in-kind services for the 2017 Canada Summer Games (excluding Transit).	294,500
	Other adjustments, including an increase in efficiency savings.	(4,831,979)
	Transfer to Capital including non-recurring capital surplus savings of \$2 million in 2017.	(1,430,990)
	<b>Total</b>	<b><u>\$ 1,743,612</u></b>

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

	<b>2016 Adopted Budget</b>	<b>2017 Adopted Budget</b>	<b>Variance</b>	<b>Expl. No.</b>	<b>2018 Projection</b>	<b>2019 Projection</b>
	\$	\$	\$		\$	\$
<b>Municipal Accommodations</b>						
Revenue	75,097,888	<b>75,242,811</b>	144,923		79,853,714	78,341,274
Expenditure	75,097,888	<b>75,242,811</b>	144,923		79,853,714	78,341,274
Surplus/(Deficit)	-	-	-	1	-	-
<b>Sewage Disposal *</b>						
Revenue	166,067,091	<b>181,249,661</b>	15,182,570		198,850,039	215,008,764
Expenditure	145,939,087	<b>156,962,956</b>	11,023,869		170,870,038	191,862,853
Surplus/(Deficit)	20,128,004	<b>24,286,705</b>	4,158,701	2	27,980,001	23,145,911
<b>Solid Waste Disposal *</b>						
Revenue	43,335,644	<b>44,482,587</b>	1,146,943		45,954,569	47,194,465
Expenditure	40,131,112	<b>44,747,773</b>	4,616,661		51,756,149	53,528,938
Surplus/(Deficit)	3,204,532	<b>(265,186)</b>	(3,469,718)	3	(5,801,580)	(6,334,473)
<b>Waterworks *</b>						
Revenue	113,811,881	<b>128,501,948</b>	14,690,067		133,264,948	136,461,036
Expenditure	110,963,746	<b>113,305,327</b>	2,341,581		116,547,633	119,762,122
Surplus/(Deficit)	2,848,135	<b>15,196,621</b>	12,348,486	4	16,717,315	16,698,914
<b>Transit</b>						
Revenue	200,409,733	<b>191,283,794</b>	(9,125,939)		207,481,239	222,233,864
Expenditure	200,409,733	<b>191,283,794</b>	(9,125,939)		207,481,239	222,233,864
Surplus/(Deficit)	-	-	-	5	-	-
<b>Total</b>						
<b>Revenue</b>	<b>598,722,237</b>	<b>620,760,801</b>	<b>22,038,564</b>		<b>665,404,509</b>	<b>699,239,403</b>
<b>Expenditures</b>	<b>572,541,566</b>	<b>581,542,661</b>	<b>9,001,095</b>		<b>626,508,773</b>	<b>665,729,051</b>
<b>Surplus/(Deficit)</b>	<b>26,180,671</b>	<b>39,218,140</b>	<b>13,037,469</b>		<b>38,895,736</b>	<b>33,510,352</b>

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

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

<b>Expl. No.</b>	<b><u>Explanations</u></b>	<b><u>Variance</u></b>
<b>1</b>	<b>Municipal Accommodations</b>	
	<u>Revenue Changes:</u>	
	Increase in transfer from Community Services related to capital investments.	\$ 1,556,106
	Increase in transfer from Community Services for facilities operations and maintenance, including revenue (\$88,000) for the wading and outdoor pool extended operating season due to the closure of the Wading and Extended Season Reserve effective January 1, 2017.	746,254
	Increase in recoveries from tax-supported client departments.	(334,940)
	Decrease in fixed asset rental revenue related to commercial properties.	(1,869,235)
	Miscellaneous adjustments.	46,738
		<u>\$ 144,923</u>
	<u>Expenditure Changes:</u>	
	Transfer to Capital.	\$ 3,287,000
	Net increase in the cost of services, mainly due to increases in the cost of providing janitorial services and increases to the scale and scope of contracted security services.	1,601,731
	Net increase in materials, parts and supplies, primarily for the cost of pool chemicals and impacts of the US exchange rate.	322,641
	Increase in recoveries, mainly related to common area maintenance costs recovered from tenants.	(328,892)
	Decrease in the transfer to the General Revenue Fund.	(5,200,073)
	Increase in salary and benefits, including costs for the extended wading and outdoor pool operating season.	457,543
	Miscellaneous adjustments.	4,973
		<u>\$ 144,923</u>
	Variance.	<u>\$ -</u>

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

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

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

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

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

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

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

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

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

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

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

**THE CITY OF WINNIPEG**  
**2017 Adopted Operating Budget and 2018 and 2019 Projections**  
**SPECIAL OPERATING AGENCIES**

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

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

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

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

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

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

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

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

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

<u>Organization</u>	<u>2017</u>
<b><u>Annual Grant Agreements</u></b>	
Age and Opportunity Centre - Older victims services	\$ 20,250
Age and Opportunity Centre - Preventative programming for senior citizens	80,100
Andrews Street Family Centre	45,700
Art City	100,000
Big Brothers Big Sisters of Winnipeg	12,000
Block Parents	17,564
Broadway Neighbourhood Centre	120,500
Broadway Neighbourhood Centre - Just TV	150,000
CentreVenture	600,000
Charleswood Social Club	1,600
Coalition to Save the Elms*	20,000
Dakota Collegiate - Dakota Alumni Field	350,000
Dakota Collegiate - Dale Bradshaw Outdoor Basketball Court	180,000
Dakota Alumni Field - Louis Riel School Division Operating Grant	600,000
Dalnavert Museum	21,000
Downtown Winnipeg Biz* - Biz zone cleanliness	117,000
Downtown Winnipeg Biz* - Parking infrastructure maintenance	115,000
Downtown Winnipeg Biz* - Transit shelter cleanliness	100,100
Downtown Winnipeg Biz - Community Homeless Assistance Team (CHAT)	150,000
Economic Development Winnipeg - YES! Winnipeg	135,000
Edge Clay Center	10,000
Exchange District Biz* - Parking infrastructure maintenance	60,000
Exchange District Biz* - Biz zone cleanliness	8,000
Exchange District Biz* - Transit shelter cleanliness	5,500
Exchange District Biz - Historic Exchange Walking Tour	3,150
Fire Fighter Historical Society	25,406
Forks Renewal Corporation*	1,200
Fort Whyte Alive	60,000
<b>Sub-Total</b>	<b><u>3,109,070</u></b>

\* Includes Community Partnerships.

Note: This grants appendix is not inclusive of all City of Winnipeg grants (e.g. grants from reserves authorized through separate reports, various value-in-kind grants, etc.)

<u>Organization</u>	<u>2017</u>
Grant's Old Mill Museum	\$ 17,240
Green Action Centre	35,000
Heritage Winnipeg Corporation	40,000
Historical Museum of St. James-Assiniboia	83,391
Immigrant and Refugee Community Organization of Manitoba	73,810
La Maison Des Artistes Visuels Francophones	8,000
Ma Mawi Wi Chi Itata Centre - Positive Athletic Cultural Experience (PACE)	60,000
Main Street Project	96,000
Manitoba Children's Museum	120,000
Manitoba Eco Network*	5,000
Manitoba Museum	55,000
Manitoba Theatre for Young People	30,000
Mediation Services	10,000
Norwood Lawn Bowling Club*	16,851
Pan Am Boxing Club	18,000
Red Road Lodge	8,400
Ross House Museum	31,077
Rossbrook House	256,339
Royal Aviation Museum of Western Canada	55,000
Save Our Seine	30,000
Seven Oaks House Museum	28,226
Spence Neighbourhood Association* - Community liasion	21,150
Spence Neighbourhood Association*	2,000
St. Boniface Museum	450,000
Take Pride Winnipeg* - General operating	183,000
Take Pride Winnipeg* - Cleaner Greener Winnipeg	27,000
Take Pride Winnipeg - Snow Angel 2017 pilot program	7,000
Take Pride Winnipeg* - Team Up to Clean Up & mural program	20,000
Take Pride Winnipeg - Graffiti Control*	20,000
The Immigrant Centre - 24 Hour language bank interpreter services	27,000
Transcona Museum	155,000
Ukrainian Cultural and Education Centre	15,000
University of Manitoba - Research Sustainable Wastewater Treatment and Nutrient Recovery	30,000
University of Winnipeg - "youthunited@winnipeg"	160,000
West End Biz* - Parking infrastructure maintenance	32,500
West End Biz* - Biz zone cleanliness	8,000
<b>Sub-Total</b>	<b><u>2,234,984</u></b>

\* Includes Community Partnerships.

<u>Organization</u>	<u>2017</u>
Winnipeg Arts Council Grants	\$ 4,645,319
Winnipeg Art Gallery - Inuit Art Centre	1,000,000
Winnipeg Boys and Girls Club*	118,148
Winnipeg Boys and Girls Club* - Clean Machine program	63,000
Winnipeg Harvest	50,000
Winnipeg Housing Rehabilitation Corporation	180,000
Winnipeg Parade Committee - Santa Claus Parade	20,000
Winnipeg Public Library Board	79,315
Winnipeg Police Museum	18,000
<b>Category Sub-Total</b>	<b><u>11,517,836</u></b>

#### Multi-Year Arrangements

Assiniboine Park Conservancy	\$ 10,840,000
Band 40 Aboriginal Youth Scholarship	4,000
CentreVenture - Youth for Christ building	241,597
East End Community Centre	190,000
Festival du Voyageur - river trail program funding	40,000
Garden City Community Centre	358,929
True North - Refund of Business Tax	244,000
True North - Refund of Entertainment Funding Tax**	7,000,000
United Way Winnipeg - Plan to End Homelessness (annual grant ending in 2019)	150,000
University of Manitoba - waterways initiatives	20,000
University of Manitoba - Research Chair in Municipal Infrastructure (annual grant ending in 2020)	50,000
Winnipeg Football Club Entertainment Funding Tax Refund**	1,400,000
Winnipeg Goldeyes - Refund of Entertainment Funding Tax**	270,000
Winnipeg Goldeyes - Grant for Municipal Property Tax	36,000
<b>Category Sub-Total</b>	<b><u>20,844,526</u></b>

\* Includes Community Partnerships.

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

<u>Organization</u>	<u>2017</u>
<b><u>Other Programs</u></b>	
Aboriginal Youth Strategy (see next page for details)	\$ 1,750,000
Civic Initiatives, Promotional and Protocol	513,000
Community Centres	5,592,184
General Council of Winnipeg Community Centres*	1,072,241
General Council of Winnipeg Community Centres*	374,484
General Council of Winnipeg Community Centres - Lease Top-Up	12,640
Graffiti Control Partner Funding Allocation*	210,000
Local Grants (Per Capita Grants)	167,481
Minimal Municipal Services	310,000
Province of Manitoba (Off The Wall Program) - Graffiti Control*	10,000
River East Neighborhood Network - Trails Committee*	9,000
Transit Community Events Support	24,300
Estimated grants in support of cat spay and neuter programs	176,525
Waterways Programming grants	5,000
Winnipeg Humane Society (WHS)	652,273
Winnipeg Soccer Federation	27,145
<b>Category Subtotal</b>	<b><u>10,906,273</u></b>
<b>Cumulative Total</b>	<b><u>\$ 43,268,635</u></b>

\* Includes Community Partnerships.

**THE CITY OF WINNIPEG  
2017 Adopted Operating Budget**

	<b>2017</b>
<b>Aboriginal Youth Strategy:</b>	
- Indigenous Leadership Development Institute Aboriginal Construction Technology Program	\$ 99,370
- Assembly of Manitoba Chiefs - Eagle's Nest Youth Centre	146,500
- Boys and Girls Club - Youth Recreation Activity Worker Program	20,000
- Broadway Neighbourhood Centre - Just TV	41,380
- Ka Ni Kanichihk Inc. - Honouring our Gifts	131,230
- Ma Mawi Wi Chi Itata Centre - The Future is Yours	107,331
- Ndinaweaganag Endaawaad Inc. - Youth Resource Centre Recreation Program	51,000
- Spence Neighbourhood Association - First Jobs 4 Youth Project	36,174
- Resource Assistance for Youth - Growing Opportunities	82,745
- Internal City of Winnipeg Projects	284,270
- Infrastructure training/apprenticeship program*	750,000
<b>Total Aboriginal Youth Strategy</b>	<b>\$ 1,750,000</b>

\*Infrastructure training/apprenticeship program (cash and in-kind services) – the City of Winnipeg 1/3 share of up to \$250,000 in the program is subject to 1/3 funding from the Province and 1/3 funding from the private sector.



## Reserves - Budget Summary

(in \$000's)	2017 Adopted Budget			Estimated Closing Balance *
	2016 Forecast	Revenue	Expenditures	
<b>Stabilization Reserve</b>				
Financial Stabilization	71,085	711	5,284	66,512
<b>Subtotal</b>	<b>71,085</b>	<b>711</b>	<b>5,284</b>	<b>66,512</b>
<b>Capital Reserves</b>				
Watermain Renewal	5,662	16,583	16,032	6,212
Sewer System Rehabilitation	11,452	19,012	28,725	1,739
Environmental Projects	94,018	19,444	51,533	61,929
Brady Landfill Site Rehabilitation	6,148	544	19	6,673
Waste Diversion	1,993	11	417	1,587
Golf Course	452	-	452	-
Computer Replacement	308	1,025	597	736
Transit Bus Replacement	16,298	4,022	19,889	430
Southwest Rapid Transit Corridor	3,065	12	377	2,701
Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	3,400	5,117	15	8,502
Federal Gas Tax	174	41,951	36,016	6,109
Local Street Renewal	386	24,371	24,757	-
Regional Street Renewal	430	19,871	20,299	1
Impact Fee	-	1,000	-	1,000
<b>Subtotal</b>	<b>143,786</b>	<b>152,963</b>	<b>199,128</b>	<b>97,619</b>
<b>Special Purpose Reserves</b>				
Workers Compensation	4,410	1,358	2,356	3,412
Brookside Cemetery	16,056	752	337	16,470
St. Vital Cemetery	1,159	72	21	1,211
Transcona Cemetery	808	51	15	844
Insurance	1,810	8	7	1,811
Contributions in Lieu of Land Dedication	7,540	846	964	7,421
Land Operating	11,686	14,568	13,842	12,412
Commitment	2,641	2,784	2,641	2,784
Heritage Investment	2,921	1,523	1,588	2,856
Housing Rehabilitation Investment	5,162	6,778	6,791	5,149
Economic Development Investment	1,139	3,213	3,510	842
General Purpose	9,556	22	9,519	59
Multi-Family Dwelling Tax Investment	4,410	501	2,095	2,816
Insect Control	2,480	10	409	2,081
Permit	2,000	8	651	1,357
Destination Marketing	12,129	9,155	7,691	13,593
<b>Subtotal</b>	<b>85,907</b>	<b>41,649</b>	<b>52,437</b>	<b>75,118</b>
<b>Total</b>	<b>300,778</b>	<b>195,323</b>	<b>256,849</b>	<b>239,249</b>

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



## Tax Supported Transfers From Other Funds

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

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



## Transfer to Capital Reconciliation

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

**Notes:**

- 2016 transfers to capital are based on the 2016 Adopted Capital Budget adjusted for assumed provincial funding. 2017 transfers are based on the 2017 Adopted Capital Budget adjusted for assumed provincial funding.
- Public Works transfer to capital excludes transfers to the regional and local streets reserves (2016 - \$33.5 million and 2017 - \$44.240 million) and transfer to capital - frontage levy of \$10 million.
- Municipal Accommodations' 2016 adopted budget reflects internal financing interest on a portion of the Police Headquarters of \$569,010. This is offset as a Corporate adjustment above. This internal financing interest on a portion of the Police Headquarters continues to be budgeted in Municipal Accommodations in 2017, but is not included above.
- Year over year Total City Transfer to Capital change:

## Tax Supported:

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

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

	2016 Adopted Budget	2017 Adopted Budget	Year over Year		
			Transfer to Capital		Other Variances
			Cash to Capital Variance	Frontage Levy / Reserves Variance	
<b>Expenditures:</b>					
Departmental:					
Police Service	\$ 280,669,573	\$ 288,000,280	\$ (4,203,000)		\$ 11,533,707
Public Works	215,520,928	229,990,833	(5,130,000)	10,740,000	8,859,905
Fire Paramedic Service	190,273,654	199,219,481	878,000		8,067,827
Community Services	111,408,533	114,891,529	(1,637,000)		5,119,996
Planning, Property and Development	45,528,018	45,597,686	652,000		(582,332)
Water and Waste	30,399,443	32,292,739	1,170,000		723,296
Street Lighting	12,962,647	13,398,809	-		436,162
Corporate Support Services	37,253,982	35,995,704	(629,000)		(629,278)
Assessment and Taxation	19,985,887	20,855,802	870,000		(85)
Corporate Finance	9,015,503	9,073,426	-		57,923
City Clerks	14,550,008	14,946,733	350,000		46,725
Other departments	15,205,821	16,048,156	-		842,335
Sub-total Departmental	\$ 982,773,997	\$ 1,020,311,178	\$ (7,679,000)	\$ 10,740,000	\$ 34,476,181
Corporate:					
Debt and finance charges	\$ 542,945	\$ 567,892			\$ 24,947
Taxes	10,576,362	10,734,993			158,631
Insurance and damage claims	4,130,682	3,838,052			(292,630)
Contribution to Transit	69,918,833	55,125,727			(14,793,106)
Other	(12,812,934)	(11,069,322)	(1,430,990)		3,174,602
Sub-total Corporate	\$ 72,355,888	\$ 59,197,342	\$ (1,430,990)	\$ -	\$ (11,727,556)
<b>Total Expenditures</b>	<b>\$ 1,055,129,885</b>	<b>\$ 1,079,508,520</b>	<b>\$ (9,109,990)</b>	<b>\$ 10,740,000</b>	<b>\$ 22,748,625</b>

## Notes:

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

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

	2016 Net Budget	2017 Net Budget	Variance
<b><u>Expenditures:</u></b>			
Departmental:			
Police Service	\$ 273,391,573	\$ 284,925,280	\$ 11,533,707
Public Works	149,726,928	158,586,833	8,859,905
Fire Paramedic Service	185,940,654	194,008,481	8,067,827
Community Services	101,640,533	106,760,529	5,119,996
Planning, Property and Development	43,700,018	43,117,686	(582,332)
Water and Waste	25,974,443	26,697,739	723,296
Street Lighting	12,962,647	13,398,809	436,162
Corporate Support Services	33,379,982	32,750,704	(629,278)
Assessment and Taxation	19,385,887	19,385,802	(85)
Corporate Finance	9,015,503	9,073,426	57,923
City Clerks	12,800,008	12,846,733	46,725
Other departments	15,205,821	16,048,156	842,335
Sub-total Departmental	<u>\$ 883,123,997</u>	<u>\$ 917,600,178</u>	<u>\$ 34,476,181</u>
Corporate:			
Debt and finance charges	\$ 542,945	\$ 567,892	\$ 24,947
Taxes	10,576,362	10,734,993	158,631
Insurance and damage claims	4,130,682	3,838,052	(292,630)
Contribution to Transit	69,918,833	55,125,727	(14,793,106)
Other	(12,243,924)	(9,069,322)	3,174,602
Sub-total Corporate	<u>\$ 72,924,898</u>	<u>\$ 61,197,342</u>	<u>\$ (11,727,556)</u>
<b>Total Expenditures before Transfer to the General Capital Fund</b>	<b><u>\$ 956,048,895</u></b>	<b><u>\$ 978,797,520</u></b>	<b><u>\$ 22,748,625</u></b>
<b><u>Capital:</u></b>			
Transfer to Capital Tax Supported	44,580,990	37,471,000	(7,109,990)
Incremental Transfer to Capital	11,000,000	11,000,000	-
Transfer to Regional Street Renewal Reserve	14,500,000	19,870,000	5,370,000
Transfer to Local Street Renewal Reserve	19,000,000	24,370,000	5,370,000
Transfer to Capital - Frontage Levy	10,000,000	10,000,000	-
Capital Closing Surplus	-	(2,000,000)	(2,000,000)
<b>Total Transfer to the General Capital Fund</b>	<b><u>\$ 99,080,990</u></b>	<b><u>\$ 100,711,000</u></b>	<b><u>\$ 1,630,010</u></b>
<b>Total Expenditures</b>	<b><u>\$ 1,055,129,885</u></b>	<b><u>\$ 1,079,508,520</u></b>	<b><u>\$ 24,378,635</u></b>

## Cash to Capital Surpluses - 2016 Capital Review Tax Supported Summary

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

Note: Amount retained in Corporate non-specified capital account may be reallocated to capital authorization(s) as required, with approval of the Chief Financial Officer, subject to the reallocation being the lesser of \$100,000 or 25% of the base capital budget.

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

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

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

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

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

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

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

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

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



**Tax Supported Savings Transferred to Regional Streets Renewal Program**

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



## THE CITY OF WINNIPEG 2016 Consolidated Budget

(in thousands of dollars)	2016	2015	Change
<b>Revenues</b>			
Taxation	\$ 694,870	\$ 660,243	\$ 34,627
Sale of services and regulatory fees	577,572	550,604	26,968
Government transfers	188,775	177,042	11,733
Investment income	29,648	33,573	(3,925)
Land sales and other revenue	28,854	57,033	(28,179)
<b>Total Revenues</b>	<b>1,519,719</b>	<b>1,478,495</b>	<b>41,224</b>
<b>Expenses</b>			
Protection and community services	510,656	477,569	33,087
Utility operations*	401,529	392,477	9,052
Public works	334,674	323,659	11,015
Property and development	154,507	165,616	(11,109)
Finance and administration	82,866	78,992	3,874
Civic corporations	68,602	70,850	(2,248)
General government	44,502	32,234	12,268
<b>Total Expenses</b>	<b>1,597,336</b>	<b>1,541,397</b>	<b>55,939</b>
<b>Deficiency Revenues Over Expenses Before Other</b>	<b>(77,617)</b>	<b>(62,902)</b>	<b>(14,715)</b>
<b>Other</b>			
Government transfers related to capital	146,205	205,418	(59,213)
Developer contributions-in-kind related to capital	87,700	71,400	16,300
	<b>233,905</b>	<b>276,818</b>	<b>(42,913)</b>
<b>Excess Revenues Over Expenses *</b>	<b>\$ 156,288</b>	<b>\$ 213,916</b>	<b>\$ (57,628)</b>

\* The 2016 Budgeted Excess Revenues Over Expenses has been adjusted downwards by \$18.763 million. This adjustment resulted from an additional consolidation entry required relating to utility operations. This adjustment is consistent with the 2016 Consolidated Financial Statement presentation.

## THE CITY OF WINNIPEG 2016 Consolidated Budget Reconciliation

(in thousands of dollars)	Adopted Budget *	Consolidating Entries	Consolidated Budget
<b>Revenues</b>			
Taxation	\$ 708,409	\$ (13,539)	\$ 694,870
Sale of services and regulatory fees	603,835	(26,263)	577,572
Government transfers	184,819	3,956	188,775
Land sales and other revenue	347,375	(318,521)	28,854
Investment income	38,981	(9,333)	29,648
<b>Total Revenues</b>	<b>1,883,419</b>	<b>(363,700)</b>	<b>1,519,719</b>
<b>Expenses</b>			
Protection and community services	587,521	(76,865)	510,656
Utility operations	573,987	(172,458)	401,529
Public works	386,864	(52,190)	334,674
Property and development	194,113	(39,606)	154,507
Finance and administration	139,747	(56,881)	82,866
Civic corporations	-	68,602	68,602
General government	72,356	(27,854)	44,502
<b>Total Expenses</b>	<b>1,954,588</b>	<b>(357,252)</b>	<b>1,597,336</b>
<b>(Deficiency) Revenues Over Expenses Before Other</b>	<b>(71,169)</b>	<b>(6,448)</b>	<b>(77,617)</b>
<b>Other</b>			
Government transfers related to capital			
Province of Manitoba	-	95,654	95,654
Federal gas tax	41,951	-	41,951
Other capital funding	-	8,600	8,600
Total government transfers related to capital	41,951	104,254	146,205
Developer contributions-in-kind related to capital	-	87,700	87,700
	<b>41,951</b>	<b>191,954</b>	<b>233,905</b>
<b>Excess/(Deficiency) Revenues Over Expenses</b>	<b>\$ (29,218)</b>	<b>\$ 185,506</b>	<b>\$ 156,288</b>

\* The Adopted Budget consists of the following components:

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

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

1. Eliminate inter-fund transfers.	(508,597)
2. Eliminate fleet charges paid by City entities.	(48,304)
3. Eliminate grants to Civic Corporations.	(24,281)
4. Eliminate property taxes paid by City entities.	(14,791)
5. Eliminate water revenue paid by City entities.	(3,094)
6. Eliminate general government charges.	(3,451)
7. Include capital related revenue not included in the Other category.	169,884
8. Include revenue for Civic Corporations.	59,256
9. Include revenue for General Revenue Enterprises Fund.	6,334
10. Other.	3,344
	<hr/>
	(363,700)

**Expenses**

1. Eliminate inter-fund transfers.	(627,155)
2. Eliminate fleet charges paid by City entities.	(48,304)
3. Eliminate grants paid to Civic Corporations.	(22,164)
4. Eliminate principal payments in Utilities & debt charges in Municipal Accommodations.	(12,049)
5. Eliminate property taxes paid by City entities.	(14,791)
6. Eliminate water expense paid by City entities.	(3,094)
7. Eliminate general government charges.	(3,451)
8. Include capital expenses.	286,427
9. Include expenses for Civic Corporations.	56,470
10. Increase in liability for environmental issues, vacation and workers' compensation.	15,777
11. Include expenses for General Revenue Enterprises Fund.	6,721
12. Change in sinking fund position.	1,224
13. Other.	7,137
	<hr/>
	(357,252)

**Other**

Include estimates for revenue related to capital funding from government and developers.	191,954
	<hr/>

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

(For the year ended December 31 in thousands of dollars)	2016	2015	Change
<b>Excess Revenues Over Expenses</b>	<b>\$ 156,288</b>	<b>\$ 213,916</b>	<b>\$ (57,628)</b>
Amortization of tangible capital assets	236,040	217,718	18,322
Proceeds on disposal of tangible capital assets	5,044	2,350	2,694
Loss on sale of tangible capital assets	2,513	1,900	613
Change in inventories, prepaid expenses and deferred charges	(1,200)	(2,000)	800
Tangible capital assets received as contributions	(87,700)	(71,400)	(16,300)
Acquisition of tangible capital assets	(581,939)	(527,539)	(54,400)
<b>Decrease in Net Financial Assets</b>	<b>(270,954)</b>	<b>(165,055)</b>	<b>(105,899)</b>
<b>Net Financial Liabilities, Beginning of Year</b>	<b>(584,798)</b>	<b>(509,896)</b>	<b>(74,902)</b>
<b>Net Financial Liabilities, End of Year</b>	<b>\$ (855,752)</b>	<b>\$ (674,951)</b>	<b>\$ (180,801)</b>



The City of Winnipeg

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## **CAPITAL PROJECTS SUMMARY**

**2017**

**Adopted Capital Budget**

**and**

**2018 to 2022**

**Five Year Forecast**

**Notes:**

1. Capital budget amounts are estimates only and are subject to materials management policy (e.g. tenders, bids, and contract awards including Public Private Partnership proposals).
2. In the attached Capital Projects Summary, tax supported capital projects are financed by cash to capital unless another funding source is disclosed for the project. In addition, Manitoba Winnipeg Infrastructure Agreement funding amounts are not all allocated to individual capital projects. This unallocated provincial funding will offset cash to capital requirements in project budgets.
3. The Public Service uses a cost estimate classification system based on the Association for the Advancement of Cost Engineering (AACE) International Recommended Practices for capital budget estimates - see Volume 3 Appendix 2.

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

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	ADOPTED CAPITAL						6 YEAR
	Budget 2017	FORECAST					TOTAL
		2018	2019	2020	2021	2022	2017 - 2022
<b><u>SUMMARY OF FINANCING SOURCES</u></b>							
Cash to Capital	55,649	80,278	70,778	72,778	74,778	76,778	431,039
Frontage Levy	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Public Private Partnership Annual Service / Financing Payments	(28,328)	(28,320)	(26,484)	(37,509)	(37,864)	(38,019)	(196,524)
Reserves:							
- Transit Bus Replacement	3,938	10,472	13,526	11,228	11,773	12,640	63,577
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	350	350	1,780	14,460	14,720	14,760	46,420
- Water Main Renewal	18,500	18,500	19,000	20,000	21,000	21,500	118,500
- Sewer System Rehabilitation	18,800	18,200	19,500	20,500	21,500	22,500	121,000
- Environmental Projects	8,180	29,902	31,200	34,114	25,588	25,910	154,894
- Brady Landfill Rehabilitation Reserve	96	1,993	280				2,369
- Waste Diversion	150						150
- Land Operating	3,240	2,365	1,965	4,365	2,521	46	14,502
- Contributions in Lieu of Land Dedication	50						50
- Computer Replacement	306	126		608	146		1,186
- Local Street Renewal	23,278	28,122	33,352	38,582	43,812	49,042	216,188
- Regional Street Renewal	18,937	23,739	28,968	34,198	39,429	44,659	189,930
- Economic Development Investment	2,049	2,045	2,034	2,024	830		8,982
Interim Financing (Repayment)	1,630	(95)	(95)	(4,595)			(3,155)
Contributions from Other Levels of Government:							
- Federal Gas Tax	36,016	37,551	56,451	43,948	43,948	43,948	261,862
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132				1,132
- Veterans Affairs Canada	200	150	150	150	170	164	984
- Public Transit Infrastructure Fund (Federal Government)	38,475	14,475					52,950
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	38,166	30,316	36,666	36,666	36,666	36,666	215,146
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000	5,000	5,000				15,000
- Provincial Road Investment Fund	9,000	9,000					18,000
- Building Manitoba Fund:	17,840	17,840	10,840	10,840	10,840	10,840	79,040
2017 Public Works \$14 million, Transit \$3.840 million							
- Transfer from Other Capital Accounts / Surplus Capital:	15,742	5,618					21,360
Manitoba Winnipeg Infrastructure Agreement - 2017 \$15.742 million, 2018 \$1.718 million							
Manitoba Winnipeg Infrastructure Fund - 2018 \$3.9 million							

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

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	ADOPTED CAPITAL						6 YEAR
	Budget 2017	FORECAST					TOTAL
		2018	2019	2020	2021	2022	2017 - 2022
<b>FINANCING SOURCES</b>							
<b>Tax Supported, Transit and Municipal Accommodations</b>							
Cash to Capital	55,649	80,278	69,778	72,778	74,778	76,778	430,039
Frontage Levy	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Public Private Partnership Annual Service / Financing Payments	(28,328)	(28,320)	(26,484)	(37,509)	(37,864)	(38,019)	(196,524)
Reserves:							
- Transit Bus Replacement	3,938	10,472	13,526	11,228	11,773	12,640	63,577
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment	350	350	1,780	14,460	14,720	14,760	46,420
- Economic Development Investment	2,049	2,045	2,034	2,024	830		8,982
- Land Operating	3,240	2,365	1,965	4,365	2,521	46	14,502
- Contributions in Lieu of Land Dedication	50						50
- Computer Replacement	306	126		608	146		1,186
- Local Street Renewal	23,278	28,122	33,352	38,582	43,812	49,042	216,188
- Regional Street Renewal	18,937	23,739	28,968	34,198	39,429	44,659	189,930
Interim Financing (Repayment)	1,630	(95)	(95)	(4,595)			(3,155)
Contributions from Other Levels of Government:							
- Federal Gas Tax	36,016	37,551	56,451	43,948	43,948	43,948	261,862
- Transfer from Prior Year Authorization - Federal Gas Tax			1,132				1,132
- Veterans Affairs Canada	200	150	150	150	170	164	984
- Public Transit Infrastructure Fund (Federal Funding)	38,475	14,475					52,950
- Manitoba Winnipeg Infrastructure Agreement (MWIA) / Provincial Funding for Road Improvements	38,166	30,316	36,666	36,666	36,666	36,666	215,146
- Manitoba Winnipeg Infrastructure Fund - Extension	5,000	5,000	5,000				15,000
- Provincial Road Investment Fund	9,000	9,000					18,000
- Building Manitoba Fund:	17,840	17,840	10,840	10,840	10,840	10,840	79,040
2017 Public Works \$14 million, Transit \$3.840 million							
- Transfer from Other Capital Accounts / Surplus Capital:	15,742	5,618					21,360
Manitoba Winnipeg Infrastructure Agreement - 2017 \$15.742 million, 2018 \$1.718 million							
Manitoba Winnipeg Infrastructure Fund - 2018 \$3.9 million							

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

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL						6 YEAR
	PAGE	Budget 2017	FORECAST					TOTAL
	NO.		2018	2019	2020	2021	2022	2017 - 2022
<b><u>CAPITAL PROJECTS LISTING</u></b>								
<b><u>PUBLIC WORKS</u></b>								
<b><u>Active Transportation Facilities</u></b>								
Pedestrian and Cycling Program	2-1	4,700	5,400	5,400	5,400	5,400	5,400	31,700
Pedestrian and Cycling Grade Separations	2-6	1,000						1,000
<b>Total Active Transportation Facilities</b>		<b>5,700</b>	<b>5,400</b>	<b>5,400</b>	<b>5,400</b>	<b>5,400</b>	<b>5,400</b>	<b>32,700</b>
<b><u>Regional Streets</u></b>								
<b><u>Street Improvements</u></b>								
Developer Payback - Various Locations								
- Cash to Capital		3,400	8,737		16,113			28,250
- Transfer from Corporate Non-Specified Capital Account		1,600						1,600
<b>Total Developer Payback - Various Locations</b>	2-7	<b>5,000</b>	<b>8,737</b>		<b>16,113</b>			<b>29,850</b>
Tuxedo Yards Development								
- Economic Development Investment Reserve	2-9	2,049	2,045	2,034	2,024	830		8,982
Transportation Master Plan	2-10		250	250	250	250	250	1,250
Traffic Signals Improvements	2-11	1,030	1,030	1,030	1,030	1,030	1,030	6,180
Traffic Signals Loops	2-12	250	250	250	250	250	250	1,500
Traffic Engineering Improvements - Various Locations	2-13	1,000	1,900	1,900	1,900	1,900	1,900	10,500
Kenaston Boulevard - Ness Avenue to Taylor Avenue	2-14	100	100	100	100	100	100	600
Henderson Highway North of Gilmore to City Limit	2-15		700					700
Inner-Ring Road - Functional Design	2-16		2,000	2,000	2,000			6,000
Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin								
- Cash to Capital		1,100						1,100
- Transfer from Prior Year Authorization		1,100						1,100
<b>Total Kenaston Boulevard Southbound - From McGillivray To Bishop Grandin</b>	2-17	<b>2,200</b>						<b>2,200</b>
Lagimodiere and Sage Creek - Southbound Double Left Turn	2-18	500						500
<b>Total Street Improvements</b>		<b>12,129</b>	<b>17,012</b>	<b>7,564</b>	<b>23,667</b>	<b>4,360</b>	<b>3,530</b>	<b>68,262</b>

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

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL						6 YEAR
	PAGE	Budget 2017	FORECAST					TOTAL
	NO.		2018	2019	2020	2021	2022	2017 - 2022
Sherwin Road Bridge (Omand's Creek)				700				700
- Cash to Capital					2,800			2,800
- Frontage Levy								
<b>Total Sherwin Road Bridge (Omand's Creek)</b>	2-30			700	2,800			3,500
Pembina Highway Overpass (Bishop Grandin) Rehabilitation					1,000	1,000	9,000	11,000
- Cash to Capital						1,000		1,000
- Frontage Levy							9,000	9,000
<b>Total Pembina Highway Overpass (Bishop Grandin) Rehabilitation</b>	2-31				1,000	2,000	9,000	12,000
St. James Bridge South Bound								
- Frontage Levy	2-32	3,245		2,163				5,408
St. Vital Bridge Rehabilitation						1,000	3,000	4,000
- Frontage Levy	2-33							
Waterway Crossing and Grade Separations - Annual Program								
- Cash to Capital		1,945	3,000	2,813	2,600		1,000	11,358
- Frontage Levy		1,055		187	400	3,000	2,000	6,642
<b>Total Waterway Crossing and Grade Separations - Annual Program</b>	2-34	3,000	3,000	3,000	3,000	3,000	3,000	18,000
Disraeli Bridge and Overpass Facility								
- Cash to Capital		910	865	662	650	550	600	4,237
- Federal Gas Tax		17,415	17,385	14,238	12,550	12,700	12,700	86,988
- Public Private Partnership Annual Service / Financing Payments		(11,909)	(11,959)	(11,993)	(12,014)	(12,064)	(12,114)	(72,053)
- Debt servicing - repayment of debt		(6,416)	(6,291)	(2,907)	(1,186)	(1,186)	(1,186)	(19,172)
<b>Total Disraeli Bridge and Overpass Facility</b>	2-35							
Charleswood Bridge								
- Cash to Capital		1,478	1,478	1,478	1,478	1,478	1,478	8,868
- Public Private Partnership Lease Payments		(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(1,478)	(8,868)
<b>Total Charleswood Bridge</b>	2-37							
<b>Total Waterway Crossings and Grade Separations</b>		13,445	21,800	15,763	13,600	6,000	15,000	85,608

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

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

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL						6 YEAR
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<b>COMMUNITY SERVICES</b>								
Library Facility Safety, Security and Accessibility Improvements Program	2-58	312	318	324	330	336	342	1,962
Library Interior Infrastructure Replacement Program	2-59	300	306	312	318	325	331	1,892
Library Technology Upgrade and Replacement Program	2-60		510	520	530	541	553	2,654
Library Refurbishment and Redevelopment Program - Existing Infrastructure	2-61		510	520	530	541	554	2,655
Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library								
- Cash to Capital		366						366
- Interim Financing from the General Capital Fund (Repayment)		(1,100)						(1,100)
- External Debt		734						734
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: Cornish Library	2-62							
Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library								
- Cash to Capital		366						366
- Interim Financing from the General Capital Fund (Repayment)		(1,100)						(1,100)
- External Debt		734						734
Total Library Refurbishment and Redevelopment Program - Existing Infrastructure: St. John's Library	2-63							
Library Facility Redevelopment - Transcona Library								
- External Debt		2,462						2,462
- Land Dedication Reserve (East Kildonan - Transcona)		50						50
Total Library Facility Redevelopment - Transcona Library	2-64	2,512						2,512
Library Facility Redevelopment - St. James Library								
- Cash to Capital				2,037				2,037
- External Debt					8,024			8,024
- Internal Financing			512					512
Total Library Facility Redevelopment - St. James Library	2-66		512	2,037	8,024			10,573
Library Facility Redevelopment - West Kildonan Library								
- External Debt							2,774	2,774
- Internal Financing						937		937
Total Library Facility Redevelopment - West Kildonan Library	2-68					937	2,774	3,711
Library Facility Redevelopment - Westwood Library	2-70					146	794	940
New Library Facility - South Winnipeg Library (formerly Waverley West Library)	2-71	120			502	2,142	9,085	11,849

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL					6 YEAR	
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New Library Facility - Southeast Winnipeg Library	2-72				140		438	578
Recreational Facility Safety, Security and Accessibility Improvements Program	2-73	156	159	162	165	168	172	982
Fitness Equipment Upgrade Program	2-74		233	227	230	235	241	1,166
Recreation Equipment and Amenities Program	2-75			400		400		800
Recreation Refurbishment and Redevelopment Program - Existing Infrastructure	2-76					2,000	495	2,495
Recreation Facility New Infrastructure - South Winnipeg - First charge on 2017 Capital Budget of up \$3.8 million (Council March 22, 2016)	2-77	4,114						4,114
Recreation Facility Replacement - New Infrastructure	2-78			7,000		5,000		12,000
Recreation Refurbishment and Redevelopment - East End Cultural and Leisure Centre	2-79	171						171
St. James Civic Centre - Facility Addition - First charge on 2017 Capital Budget of up \$250,000 (Council March 22, 2016)								
- Cash to Capital			641					641
- St. James 55+ Centre		250						250
- Transfer from Corporate Non-Specified Capital Account		945	250					1,195
- Transfer from Prior Year Surplus - Manitoba Winnipeg Infrastructure Fund (MWIF)			3,900					3,900
- External Debt				2,080				2,080
Total St. James Civic Centre - Facility Addition	2-80	1,195	4,791	2,080				8,066
Seven Oaks Indoor Pool - Renewal Plan - First charge on 2017 Capital Budget of up to \$2.4 million (Council July 13, 2016)	2-82	2,400						2,400
Dakota Community Centre - Outdoor Running Track	2-83			300	550			850
Pan Am Pool - Change Room Upgrades	2-84		815					815
Boni-Vital Pool	2-85	240		385	5,359			5,984
Spray Pad Development - Freighthouse Site	2-86	1,039						1,039
Spray Pad Development - Old Ex / North Centennial Recreation and Leisure Facility	2-87	1,038						1,038
Business Application Systems	2-88	142	306	312				760
Technology Upgrade and Replacement Program	2-89		306			325		631

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL						6 YEAR
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Community Centre Renovation Grant Program (CCRGP)								
- Cash to Capital						144	919	1,063
- Land Operating Reserve		965	965	965	965	821	46	4,727
<b>Total Community Centre Renovation Grant Program (CCRGP)</b>	2-90	<b>965</b>	<b>965</b>	<b>965</b>	<b>965</b>	<b>965</b>	<b>965</b>	<b>5,790</b>
Community Incentive Grant Program (CIGP)	2-91	1,698	1,732	1,767	1,802	1,838	1,875	10,712
Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability								
- Cash to Capital		1,543	5,123	5,123	2,000	2,000	2,000	17,789
- Transfer from Corporate Non-Specified Capital Account		3,580						3,580
<b>Total Assiniboine Park Conservancy (APC) - Infrastructure and Sustainability</b>	2-92	<b>5,123</b>	<b>5,123</b>	<b>5,123</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>21,369</b>
<b>TOTAL COMMUNITY SERVICES</b>		<b>21,525</b>	<b>16,586</b>	<b>22,434</b>	<b>21,445</b>	<b>17,899</b>	<b>20,619</b>	<b>120,508</b>
<b>WINNIPEG POLICE SERVICE</b>								
North Station Information Technology Requirements	2-93		490					490
Police Divisions Systems Upgrades	2-94	1,667	800					2,467
Major Case Management System Expansion	2-95	1,158		500				1,658
Police Headquarters Building Systems Safeguards								
- Transfer from Prior Year Authorization	2-96	510						510
East District Police Station								
- Cash to Capital		990	1,012	1,056	1,056	1,056	1,056	6,226
- Public Private Partnership Lease Payments		(990)	(1,012)	(1,056)	(1,056)	(1,056)	(1,056)	(6,226)
<b>Total East District Police Station</b>	2-97							
North District Police Station								
- External Debt	2-98	20,000						20,000
Building Video Surveillance Systems	2-99					4,160		4,160
Intelligence Led Reporting (Phase 2)	2-100		1,665					1,665
WPS Data Integration, Auditing and Quality Solution Tool	2-101		662					662
Automated Fingerprint Identification System (AFIS)	2-102					500		500
Technology Upgrades - Information Systems	2-103			1,200				1,200
In Car Computing	2-104			1,247	253			1,500
Bomb Unit Truck Replacement	2-105		300					300
Next Generation 911	2-106				800	1,000		1,800
Communication Centre Back Up Site Upgrade	2-107					550		550
Police Vehicle Operations Building	2-108			1,820				1,820
Archival and Exhibit Building								
- Cash to Capital			580					580
- Internal Financing			1,939					1,939
<b>Total Archival and Exhibit Building</b>	2-109		<b>2,519</b>					<b>2,519</b>

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Computer Assisted Dispatch Upgrade	2-110	250			255			505
Schedule and Management System Upgrade	2-111					500		500
Call Answer Software	2-112						1,000	1,000
Police Headquarters Information System Upgrades	2-113					2,100		2,100
Flight Operations - Forward Looking Infra-Red (FLIR) Equipment	2-114						658	658
JSI Voice Intercept System	2-115						700	700
<b>TOTAL WINNIPEG POLICE SERVICE</b>		<b>23,585</b>	<b>6,436</b>	<b>4,767</b>	<b>1,308</b>	<b>8,810</b>	<b>2,358</b>	<b>47,264</b>
<b><u>FIRE PARAMEDIC SERVICE</u></b>								
Facilities Optimization								
- Cash to Capital		925	2,717	4,839				8,481
- External Debt			1,217	1,500				2,717
Total Facilities Optimization	2-116	925	3,934	6,339				11,198
Equipment Obsolescence	2-118	1,487	1,010	4,052	739	739	4,629	12,656
911 Call Centre Resilience	2-120	861	260			124		1,245
Computer Aided Dispatch (CAD)								
- Cash to Capital			3,536					3,536
- Internal Financing			3,913					3,913
Total Computer Aided Dispatch (CAD)	2-121		7,449					7,449
Station Capital Maintenance	2-123	1,938	2,852	1,270	4,400	7,743	2,801	21,004
Emergency Medical Services (EMS) Training Equipment	2-125				119			119
<b>TOTAL FIRE PARAMEDIC SERVICE</b>		<b>5,211</b>	<b>15,505</b>	<b>11,661</b>	<b>5,258</b>	<b>8,606</b>	<b>7,430</b>	<b>53,671</b>

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL						6 YEAR
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<b>PLANNING, PROPERTY AND DEVELOPMENT</b>								
Computer Automation	2-126		144	133	119	143	132	671
Riverbank Greenway Programs	2-127	225	406	411	453	424	420	2,339
Cemeteries - Improvements								
- Cash to Capital		208	250	240	248	236	236	1,418
- Veterans Affairs Canada		200	150	150	150	170	164	984
Total Cemeteries - Improvements	2-128	408	400	390	398	406	400	2,402
Downtown Enhancement Program	2-129	400	400	400	400	400	400	2,400
BIZ Zones, Image Routes and Neighbourhood Main Streets								
- Cash to Capital		400	400	400	400	400	400	2,400
- Transfer from Prior Year Authorization		574						574
Total BIZ Zones, Image Routes and Neighbourhood Main Streets	2-131	974	400	400	400	400	400	2,974
Public Art Strategy	2-132	500	500	500	500	500	500	3,000
Land Acquisition for General Unspecified Purposes								
- Cash to Capital		300	240	228	1,774	238	256	3,036
- Interim Financing from General Capital Fund / (Repayment)		1,500			(1,500)			
Total Land Acquisition for General Unspecified Purposes	2-133	1,800	240	228	274	238	256	3,036
Developer Payback	2-134	280	278	292	274	280	281	1,685
Riverbank Stabilization - Physical Asset Protection								
- Cash to Capital		1,000	1,000	1,000	1,000	1,000	1,000	6,000
- Transfer from Prior Year Authorization		229						229
Total Riverbank Stabilization - Physical Asset Protection	2-135	1,229	1,000	1,000	1,000	1,000	1,000	6,229
Building Communities Initiative III								
- Cash to Capital			360		190	800		1,350
- Land Operating Reserve			700	1,000	1,700			3,400
- Manitoba Winnipeg Infrastructure Agreement (MWIA)			1,060	1,000	1,890	800		4,750
Total Building Communities Initiative III	2-137		2,120	2,000	3,780	1,600		9,500
Tache Promenade								
- Cash to Capital					3,000			3,000
- Interim Financing from General Capital Fund / (Repayment)		3,000			(3,000)			-
- Winnipeg Foundation		1,103						1,103
- Winnipeg Arts Council		200						200
Total Tache Promenade	2-138	4,303						4,303
<b>TOTAL PLANNING, PROPERTY AND DEVELOPMENT</b>		<b>10,119</b>	<b>5,888</b>	<b>5,754</b>	<b>7,598</b>	<b>5,391</b>	<b>3,789</b>	<b>38,539</b>

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<b>MUNICIPAL ACCOMMODATIONS</b>								
General Building Renovation and Refurbishing								
- Cash to Capital			500	180	500	500	500	2,180
- Transfer from Prior Year Authorization		222						222
Total General Building Renovation and Refurbishing	2-140	222	500	180	500	500	500	2,402
Accommodation Facilities								
- Cash to Capital		425	527	784	124	75	1,956	3,891
- Land Operating Reserve			700		1,700	1,700		4,100
Total Accommodation Facilities	2-141	425	1,227	784	1,824	1,775	1,956	7,991
Millennium Library - HVAC and Temperature Control Improvements	2-142		750	1,495				2,245
Fire / Life Safety / Regulatory Upgrades	2-143	625	720	759	708	704	720	4,236
Energy Conservation	2-144		140	158	130	136	143	707
Tenant Improvement Prepayment - Major Department	2-145		193		186	183	179	741
Historic Buildings								
- Cash to Capital			270	214	217	220	224	1,145
- Transfer from Prior Year Authorization		145						145
Total Historic Buildings	2-146	145	270	214	217	220	224	1,290
Generator Set Replacement and Upgrades	2-147		130	113	136	123	148	650
Security / Building Automation System Initiatives	2-148	255	255	255	255	255	203	1,478
Community Centres - Refurbishing and Improvements								
- Cash to Capital		420	644	673	667	661	653	3,718
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		200						200
Total Community Centres - Refurbishing and Improvements	2-149	620	644	673	667	661	653	3,918
Arenas								
- Cash to Capital		100	525	525	565	533	535	2,783
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		225						225
- Transfer from Prior Year Authorization		222						222
Total Arenas	2-150	547	525	525	565	533	535	3,230
Indoor Aquatic Facilities								
- Cash to Capital		1,203	2,470	2,518	2,516	2,359	2,479	13,545
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,172						1,172
Total Indoor Aquatic Facilities	2-151	2,375	2,470	2,518	2,516	2,359	2,479	14,717
Pan Am Indoor Pool - Parking Lot Refurbishment								
- Cash to Capital		78						78
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		78						78
Total Pan Am Indoor Pool - Parking Lot Refurbishment	2-153	156						156

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Outdoor Aquatic Facilities								
- Cash to Capital		217	340	338	340	342	340	1,917
- Manitoba Winnipeg Infrastructure Agreement (MWIA)		125						125
<b>Total Outdoor Aquatic Facilities</b>	2-154	<b>342</b>	<b>340</b>	<b>338</b>	<b>340</b>	<b>342</b>	<b>340</b>	<b>2,042</b>
Community Facilities								
- Cash to Capital			260	212	214	217	221	1,124
- Transfer from Prior Year Authorization		200						200
<b>Total Community Facilities</b>	2-155	<b>200</b>	<b>260</b>	<b>212</b>	<b>214</b>	<b>217</b>	<b>221</b>	<b>1,324</b>
Building Asset / Work Management Program	2-156	100	163	175	170	164	165	937
UFF - Hockey Pen Light Standard Replacement	2-157	100	100	100	100	100	100	600
City-Wide Accessibility Program	2-158	425	425	425	425	425	425	2,550
Transcona Centennial Pool								
- Interim Financing from Land Operating Reserve (Repayment)		(575)						(575)
- Land Operating Reserve		575						575
<b>Total Transcona Centennial Pool</b>	2-159							
City Hall - Building Refurbishment								
- Cash to Capital		414						414
- Transfer from Corporate Non-Specified Capital Account		531						531
- Land Operating Reserve		1,700						1,700
<b>Total City Hall - Building Refurbishment</b>	2-160	<b>2,645</b>						<b>2,645</b>
Sherbrook Pool Reopening								
- Kinsmen Club of Winnipeg (Sponsor Winnipeg)		95	95	95	95			380
- Interim Financing from General Capital Fund / (Repayment)		(95)	(95)	(95)	(95)			(380)
<b>Total Sherbrook Pool Reopening</b>	2-162							
<b>TOTAL MUNICIPAL ACCOMMODATIONS</b>		<b>9,182</b>	<b>9,112</b>	<b>8,924</b>	<b>8,953</b>	<b>8,697</b>	<b>8,991</b>	<b>53,859</b>
<b>CITY CLERKS</b>								
Innovation Capital Fund	2-164	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Corporate Records Centre	2-165	150					200	350
Election Systems	2-166	200	200			200	200	800
Decision Making Information System (DMIS) Replacement	2-167		250					250
2017 Canada Summer Games	2-168	750						750
Voting Machine Replacement	2-169						1,000	1,000
<b>TOTAL CITY CLERKS</b>		<b>2,100</b>	<b>1,450</b>	<b>1,000</b>	<b>1,000</b>	<b>1,200</b>	<b>2,400</b>	<b>9,150</b>

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<b><u>CORPORATE SUPPORT SERVICES</u></b>								
PeopleSoft Upgrade	2-170	1,800	412				2,483	4,695
Communications Network Infrastructure	2-171	401	813	267	525	327	475	2,808
Enterprise Computing Initiatives								
- Cash to Capital		494	1,287	1,127	1,028	1,895	1,832	7,663
- Transfer from Prior Year Authorization		766						766
- Transfer from Computer Replacement Reserve		306	126		608	146		1,186
Total Enterprise Computing Initiatives	2-172	1,566	1,413	1,127	1,636	2,041	1,832	9,615
Print Asset Renewal	2-173		152			317		469
Aerial Imagery Renewal Program	2-174		165		190		182	537
Software Renewal Program	2-175			157			152	309
311 Renewal	2-176	450	250	100	450	250	490	1,990
Infrastructure Service Enhancements	2-177	100			150			250
Candidate Gateway	2-178		283					283
<b>TOTAL CORPORATE SUPPORT SERVICES</b>		<b>4,317</b>	<b>3,488</b>	<b>1,651</b>	<b>2,951</b>	<b>2,935</b>	<b>5,614</b>	<b>20,956</b>
<b><u>ASSESSMENT AND TAXATION</u></b>								
Assessment Automation	2-179	870	320	350	200	350	350	2,440
Local Improvements - Ongoing Program								
- Cash to Capital		600	600	600	600	600	600	3,600
- External Debt		2,400	2,400	2,400	2,400	2,400	2,400	14,400
Total Local Improvements - Ongoing Program	2-180	3,000	3,000	3,000	3,000	3,000	3,000	18,000
<b>TOTAL ASSESSMENT AND TAXATION</b>		<b>3,870</b>	<b>3,320</b>	<b>3,350</b>	<b>3,200</b>	<b>3,350</b>	<b>3,350</b>	<b>20,440</b>
<b><u>OTHER PROJECTS</u></b>								
PeopleSoft Accounts Receivable and Billing								
- Transfer from Prior Year Authorization	2-181	192						192
<b>TOTAL OTHER PROJECTS</b>		<b>192</b>						<b>192</b>

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<b>TRANSIT</b>								
Innovative Transit Program								
- Cash to Capital			1,000	1,000	1,000	1,000	1,000	5,000
- Retained Earnings		565						565
<b>Total Innovative Transit Program</b>	2-182	<b>565</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>5,565</b>
Transit Building Replacement / Refurbishment								
- Cash to Capital		1,023	956	2,036	4,036	4,536	4,518	17,105
- Retained Earnings		445						445
<b>Total Transit Building Replacement / Refurbishment</b>	2-183	<b>1,468</b>	<b>956</b>	<b>2,036</b>	<b>4,036</b>	<b>4,536</b>	<b>4,518</b>	<b>17,550</b>
Expansion of Transit Vehicle Overhaul and Maintenance Facilities - First charge against the 2017 Capital Budget of up to \$53.2 million (Council December 14, 2016)								
- Transfer from Prior Year Authorization		9,160						9,160
- Retained Earnings		5,040						5,040
- Public Transit Infrastructure Fund (Federal Government)		26,000						26,000
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		13,000						13,000
<b>Total Expansion of Transit Vehicle Overhaul and Maintenance Facilities</b>	2-185	<b>53,200</b>						<b>53,200</b>
Transit Building Roof Replacement and Ventilation Upgrade								
- Cash to Capital		963	962	4,500	2,500	2,000	2,018	12,943
- Public Transit Infrastructure Fund (Federal Government)		1,725	1,725					3,450
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		862	863					1,725
<b>Total Transit Building Roof Replacement and Ventilation Upgrade</b>	2-187	<b>3,550</b>	<b>3,550</b>	<b>4,500</b>	<b>2,500</b>	<b>2,000</b>	<b>2,018</b>	<b>18,118</b>
Transit Buses								
- Cash to Capital			1,335	562	11,358	12,426	13,253	38,934
- Transit Bus Replacement Reserve		3,938	10,472	13,526	11,228	11,773	12,640	63,577
- Provincial Building Manitoba Fund		3,840	3,840	3,840	3,840	3,840	3,840	23,040
- Transfer from Prior Year Authorization - Manitoba Winnipeg Infrastructure Agreement (MWIA)		1,880	855					2,735
- Public Transit Infrastructure Fund (Federal Government)		10,750	12,750					23,500
- Federal Gas Tax				18,900	6,397	6,397	6,397	38,091
- Transfer from Prior Year Authorization - Federal Gas Tax				1,132				1,132
- Retained Earnings		2,000						2,000
<b>Total Transit Buses</b>	2-189	<b>22,408</b>	<b>29,252</b>	<b>37,960</b>	<b>32,823</b>	<b>34,436</b>	<b>36,130</b>	<b>193,009</b>

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Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass								
- Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve		350	350	1,780	14,460	14,720	14,760	46,420
- P3 Annual Service / Financing Payments (Province)				(80)	(1,010)	(1,110)	(1,120)	(3,320)
- P3 Annual Service / Financing Payments (City)		(350)	(350)	(1,700)	(10,060)	(10,220)	(10,250)	(32,930)
- External Debt Annual Service Payments (City)					(3,390)	(3,390)	(3,390)	(10,170)
Total Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass	2-191							
Bus Fleet Cameras								
- Cash to Capital			155					155
- Retained Earnings		345						345
Total Bus Fleet Cameras	2-194	345	155					500
<b>TOTAL TRANSIT</b>		<b>81,536</b>	<b>34,913</b>	<b>45,496</b>	<b>40,359</b>	<b>41,972</b>	<b>43,666</b>	<b>287,942</b>

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

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL					6 YEAR
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<b><u>WATERWORKS SYSTEM</u></b>							
<b><u>Waterworks System - Supply and Treatment</u></b>							
<b><u>Financed by Waterworks Retained Earnings:</u></b>							
Shoal Lake Aqueduct Asset Preservation	2-201	400	2,018		1,390	2,595	6,403
Shoal Lake Aqueduct Intake Facility Rehabilitation	2-202	3,223	50		1,225	1,330	5,828
Aqueduct Condition Assessment and Rehabilitation (formerly Branch Aqueduct Condition Assessment and Rehabilitation)							
- Retained Earnings						1,000	1,000
- Transfer from Prior Year Authorization - Retained Earnings		1,500					1,500
Total Aqueduct Condition Assessment and Rehabilitation	2-203	1,500				1,000	2,500
Tache Booster Pumping Station							
- Retained Earnings		300			4,036		4,336
- Transfer from Prior Year Authorization - Retained Earnings		1,200					1,200
Total Tache Booster Pumping Station	2-204	1,500			4,036		5,536
Pumping Stations Reliability Upgrades							
- Retained Earnings		884					884
- Transfer from Prior Year Authorization - Retained Earnings		2,775					2,775
Total Pumping Stations Reliability Upgrades	2-205	3,659					3,659
Pumping Stations and Reservoirs Structural Upgrades	2-206		400	400	400		1,200
Chlorination Upgrading at Pumping Stations	2-207		2,750				2,750
Water Supervisory Control and Data Acquisition (SCADA) Upgrade							
- Retained Earnings						775	775
- Transfer from Prior Year Authorization - Retained Earnings		8,033					8,033
Total Water Supervisory Control and Data Acquisition (SCADA) Upgrade	2-208	8,033				775	8,808
Waterworks System Security Upgrades	2-210	498	576	371			1,445
Regulatory Assessment of Water System Infrastructure and Supply Sources	2-211					575	575
Water Treatment Plant Capacity Validation	2-212		150				150
Branch 1 Aqueduct at Seine River - Riverbank Stabilization (East Side)							
- Transfer from Prior Year Authorization - Retained Earnings	2-213	950					950

<b>CAPITAL PROJECTS SUMMARY</b> <i>(in Thousands of \$)</i>	Vol. 3	ADOPTED CAPITAL						6 YEAR
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Study of Backup Power Supply for Hurst Pumping Station (formerly Study of Natural Gas Powered Backup Pumps for Hurst Pumping Station)	2-214	400						400
Deacon Reservoir Cell Rehabilitation	2-215		875					875
Deacon Booster Pumping Station Suction Header Divider Wall and Valve	2-216		1,000					1,000
Hurst Pumping Station Building - Structural Repairs								
- Retained Earnings			1,900					1,900
- Transfer from Prior Year Authorization - Retained Earnings		400						400
Total Hurst Pumping Station Building - Structural Repairs	2-217	400	1,900					2,300
Deacon Site Flood Protection								
- Transfer from Prior Year Authorization - Retained Earnings	2-218	1,825						1,825
HVAC Upgrades at Pumping Stations	2-219		4,900					4,900
Ultraviolet Light Disinfection System Upgrade	2-220	1,735						1,735
<b>Total Waterworks System - Supply and Treatment</b>		<b>24,123</b>	<b>14,619</b>	<b>771</b>	<b>7,051</b>	<b>5,500</b>	<b>775</b>	<b>52,839</b>
<b><u>Waterworks System - Distribution</u></b>								
<b><u>Financed by Waterworks Retained Earnings:</u></b>								
Saskatchewan Avenue Water Main	2-221	4,830						4,830
Transcona Water Main Reliability Upgrade	2-222		5,788					5,788
Feeder Main Condition Assessment and Rehabilitation								
- Retained Earnings			1,000	1,000	750	1,500	1,500	5,750
- Transfer from Prior Year Authorization - Retained Earnings		500						500
Total Feeder Main Condition Assessment and Rehabilitation	2-223	500	1,000	1,000	750	1,500	1,500	6,250
Building Renovations - 1199 Pacific Avenue	2-224		110					110
Customer Billing and Work Management Systems Upgrades Program	2-225	930	1,165	640	255	235	200	3,425
Utility Asset Management System	2-226	500						500
Water Main Renewals								
- Water Main Renewal Reserve	2-227	18,500	18,500	19,000	20,000	21,000	21,500	118,500
<b>Total Waterworks System - Distribution</b>		<b>25,260</b>	<b>26,563</b>	<b>20,640</b>	<b>21,005</b>	<b>22,735</b>	<b>23,200</b>	<b>139,403</b>
<b>TOTAL WATERWORKS SYSTEM (Utility Supported)</b>		<b>49,383</b>	<b>41,182</b>	<b>21,411</b>	<b>28,056</b>	<b>28,235</b>	<b>23,975</b>	<b>192,242</b>

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<b>SEWAGE DISPOSAL SYSTEM</b>								
<b><u>Sewage Disposal System - Treatment</u></b>								
<b>Financed by Sewage Disposal System Retained Earnings:</b>								
Biosolids - Alternative Disposal Delivery and Management System	2-228		22,050					22,050
North End Sewage Treatment Plant (NEWPCC) - Nutrient Removal / Upgrade	2-229	980						980
West End Sewage Treatment Plant (WEWPCC) - Facilities Plan	2-230					500		500
Process Control System Master Plan and Upgrade								
- Retained Earnings			9,000					9,000
- Transfer from Prior Year Authorization - Retained Earnings		1,000						1,000
Total Process Control System Master Plan and Upgrade	2-231	1,000	9,000					10,000
Asset Refurbishment and Replacement Program								
- Retained Earnings			4,000	6,000	6,000	2,000	2,000	20,000
- Transfer from Prior Year Authorization - Retained Earnings		2,000						2,000
Total Asset Refurbishment and Replacement Program	2-233	2,000	4,000	6,000	6,000	2,000	2,000	22,000
Wastewater Hauling System Replacement (formerly Wastewater Hauling and Grease Trap Licensing Automation)	2-234	1,000						1,000
<b>Total Sewage Disposal System - Treatment</b>		<b>4,980</b>	<b>35,050</b>	<b>6,000</b>	<b>6,000</b>	<b>2,500</b>	<b>2,000</b>	<b>56,530</b>

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<b><u>Sewage Disposal System - Collection</u></b>								
<b>Financed by Sewage Disposal System Retained Earnings:</b>								
Arc Flash Hazard Analysis and Remediation	2-235	424	499	512	65			1,500
Lift Stations Upgrading	2-236	2,332	2,722	2,870	3,028	6,250	6,250	23,452
Plessis Road Interceptor	2-237	7,300						7,300
Kenaston Boulevard Interceptor	2-238						6,800	6,800
Combined Sewer Overflow and Basement Flood Management Strategy								
- Environmental Projects Reserve		8,180	29,902	31,200	34,114	25,588	25,910	154,894
- Transfer from Prior Year Authorization - Environmental Projects Reserve		13,220						13,220
Total Combined Sewer Overflow and Basement Flood Management Strategy	2-239	21,400	29,902	31,200	34,114	25,588	25,910	168,114
Comminutor Chamber Rehabilitation Program	2-241	1,100	1,100	1,200	1,300			4,700
Southwest Interceptor River Crossing	2-242						250	250
Wastewater Services Facilities Plan	2-243				250			250
River Crossings Monitoring and Rehabilitation								
- Retained Earnings					800	800	585	2,185
- Transfer from Prior Year Authorization - Retained Earnings		360						360
Total River Crossings Monitoring and Rehabilitation	2-244	360			800	800	585	2,545
Environmental Standards Laboratory Facility Plan	2-245						500	500
Water and Waste Department (WWD) Business Intelligence	2-246	210	1,560	600	480			2,850
Customer Billing and Work Management Systems Upgrades Program	2-247	930	1,165	640	255	235	200	3,425
Sewer Renewals								
- Sewer System Rehabilitation Reserve	2-248	18,800	18,200	19,500	20,500	21,500	22,500	121,000
<b>Total Sewage Disposal System - Collection</b>		<b>52,856</b>	<b>55,148</b>	<b>56,522</b>	<b>60,792</b>	<b>54,373</b>	<b>62,995</b>	<b>342,686</b>
<b>TOTAL SEWAGE DISPOSAL SYSTEM (Utility Supported)</b>		<b>57,836</b>	<b>90,198</b>	<b>62,522</b>	<b>66,792</b>	<b>56,873</b>	<b>64,995</b>	<b>399,216</b>

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<b><u>SOLID WASTE DISPOSAL SYSTEM</u></b>								
<b><u>Solid Waste Disposal System - Landfill</u></b>								
<b><u>Financed by Solid Waste Disposal Retained Earnings:</u></b>								
Brady Road Resource Management Facility - Administration Building								
- Retained Earnings		50						50
- External Debt		2,450						2,450
- Transfer from Prior Year Authorization - Retained Earnings		200						200
<b>Total Brady Road Resource Management Facility - Administration Building</b>	2-249	<b>2,700</b>						<b>2,700</b>
Brady Road Resource Management Facility - Cell Construction - Phase 1	2-250	699		1,907		2,004		4,610
Brady Road Resource Management Facility - Cell Construction - Phase 2	2-251						690	690
Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements								
- Retained Earnings		200	3,800					4,000
- External Debt			400					400
<b>Total Brady Road Resource Management Facility - Drainage, Roadways and Site Improvements</b>	2-252	<b>200</b>	<b>4,200</b>					<b>4,400</b>
Brady Road Resource Management Facility - Landfill Gas Capture Expansion - Phase 2								
- Brady Landfill Site Rehabilitation Reserve	2-253		1,800					1,800
Closed Landfill Site Improvement								
- Brady Landfill Rehabilitation Reserve		96	193	280				569
- Transfer from Prior Year Authorization - Retained Earnings		86						86
<b>Total Closed Landfill Site Improvement</b>	2-254	<b>182</b>	<b>193</b>	<b>280</b>				<b>655</b>
Miscellaneous Land Acquisition								
- Transfer from Prior Year Authorization - Retained Earnings	2-255	800						800
<b>Total Solid Waste Disposal System - Landfill</b>		<b>4,581</b>	<b>6,193</b>	<b>2,187</b>		<b>2,004</b>	<b>690</b>	<b>15,655</b>
<b><u>Solid Waste Disposal System - Collection</u></b>								
<b><u>Financed by Solid Waste Disposal External Debt:</u></b>								
Comprehensive Integrated Waste Management Strategy (CIWMS) - 4R Winnipeg Depots (Community Resource Recovery Centres)	2-256	3,303			3,949			7,252
CIWMS - Garbage and Recycling Cart Asset Management								
- Waste Diversion Reserve		150						150
- Transfer from Prior Year Authorization - Waste Diversion Reserve		100						100
<b>Total CIWMS - Garbage and Recycling Cart Asset Management</b>	2-257	<b>250</b>						<b>250</b>
<b>Total Solid Waste Disposal System - Collection</b>		<b>3,553</b>			<b>3,949</b>			<b>7,502</b>
<b>TOTAL SOLID WASTE DISPOSAL SYSTEM (Utility Supported)</b>		<b>8,134</b>	<b>6,193</b>	<b>2,187</b>	<b>3,949</b>	<b>2,004</b>	<b>690</b>	<b>23,157</b>

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<b><u>WINNIPEG GOLF SERVICES</u></b>							
Golf Course Amenities	2-258		1,000				1,000
<b>TOTAL WINNIPEG GOLF SERVICES</b>			1,000				1,000
<b>TOTAL SPECIAL OPERATING AGENCIES</b>			1,000				1,000



## Service Based Budget - Services By Policy Area

Service	Sub-Service	Service	Sub-Service
<b>Infrastructure Renewal and Public Works</b>		<b>Protection, Community Services &amp; Parks / Winnipeg Police Board</b>	
Roadway Constr. & Maintenance	Bridge Constr & Maint Regl Streets Constr & Maint Local Streets Constr & Maint Regl Sidewalk Constr & Maint Local Sidewalk Constr & Maint	Police Response	Police Response Contract Policing Crime Investigation Police Training
Transp. Planning & Traffic Mgmt	Transportation Plan & Design Traffic/Right of Way Mgt	Crime Prevention	Community Policing Street Lighting Park Patrol Crime Prevention Initiatives
Roadway Snow Rmvl & Ice Cont	Regl Streets Snow & Ice Removal Local Streets Snow & Ice Removal Sidewalk Snow & Ice Removal Parks & Facility Snow & Ice Removal Snow Disposal Sites	Traffic Safety & Enforcement	Traffic Safety-Automated Traffic Safety-Officer Traffic Safety-Division
Public Transit	Regular Transit Handi-Transit Chartered & Special Events Transit	Fire and Rescue Response	Fire & Rescue Response Fire Investigation
City Beautification	Litter Collection Public Gardens/Landscaping OrnLight/Flags,Banners/PubArt Graffiti Control Regional Street Cleaning Local Street Cleaning	Fire and Injury Prevention	Fire & Injury Prev Education Fire Inspection
Fleet Management SOA	Fleet Management	Medical Response	Medical Response Medical Transfers
Parking Authority SOA	Parking Facilities On Street Parking Enfrmnt On-Street Parking	Disaster Preparedness & Resp	Disaster Preparedness & Response
<b>Water and Waste, Riverbank Management and the Environment</b>		Recreation	Arenas Aquatics Programs Ice Skating Recreation Programs Casual Facility Use Community Centres
Water	Water Supply & Treatment Water Distribution	Parks & Urban Forestry	Park Grass Maintenance Park Amenity Maintenance Athletic Field Maintenance Park Pathway Maintenance Park Planning/Development Tree Planting Tree Pruning & Removal Dutch Elm Disease Control Weed Control Natural Areas Management Playground Management Winter Amenity Maintenance Boulevard Maintenance
Wastewater	Wastewater Collection Wastewater Treatment	Community Liveability	Community Health Inspection Community By-law Enforcement Bicycle Recovery Citizen Crisis Response Social Grants
Land Drainage & Flood Control	Flood Control Land Drainage Waterways Management	Libraries	Library Circulation Library Information Children's Library
Solid Waste Collection & Disp	Solid Waste Collection Solid Waste Disposal	Arts, Entertainment & Culture	Arts, Ent & Culture Grants Arts, Ent & Culture Events Museums Assiniboine Park Conservancy
Recycling & Waste Diversion	Recycling Waste Diversion	Insect Control	Insect Control
<b>Property and Development, Heritage and Downtown Development</b>		Golf Services SOA	Golf Courses
City Planning	Area Dev & Renewal Planning City-wide Long Range Planning	Animal Services SOA	Animal Control & Care
Neighbourhood Revitalization	Community Development Housing Initiatives	<b>Executive Policy</b>	
Dev Approvals, Bldg Permits & Inspections	Res Dev Approvals & Inspection Com Dev Approvals & Inspection	Organizational Support Services	Chief Administrative Offices Communications Financial Management Human Resource Management Info Technology Management Legal Services Production Services
Economic Development	Economic Development	Assessment, Taxation & Corporate	Assessment and Taxation Corporate
Heritage Conservation	Heritage Conservation	Contact Centre - 311	Contact Centre - 311
Property Asset Management	Municipal Accommodations Pool Facilities Arena Facilities Recreation Centres Community Centre Facilities Land and Property	Council Services	Auditing Mayor and Council Archives-City Clerks Elections-City Clerks Citizen Access and Appeals Council Support-City Clerks Executive Support
Cemeteries	Cemeteries		





**Adopted Budget**  
Operating and Capital  
Volume 2

Adopted by Council – December 13, 2016