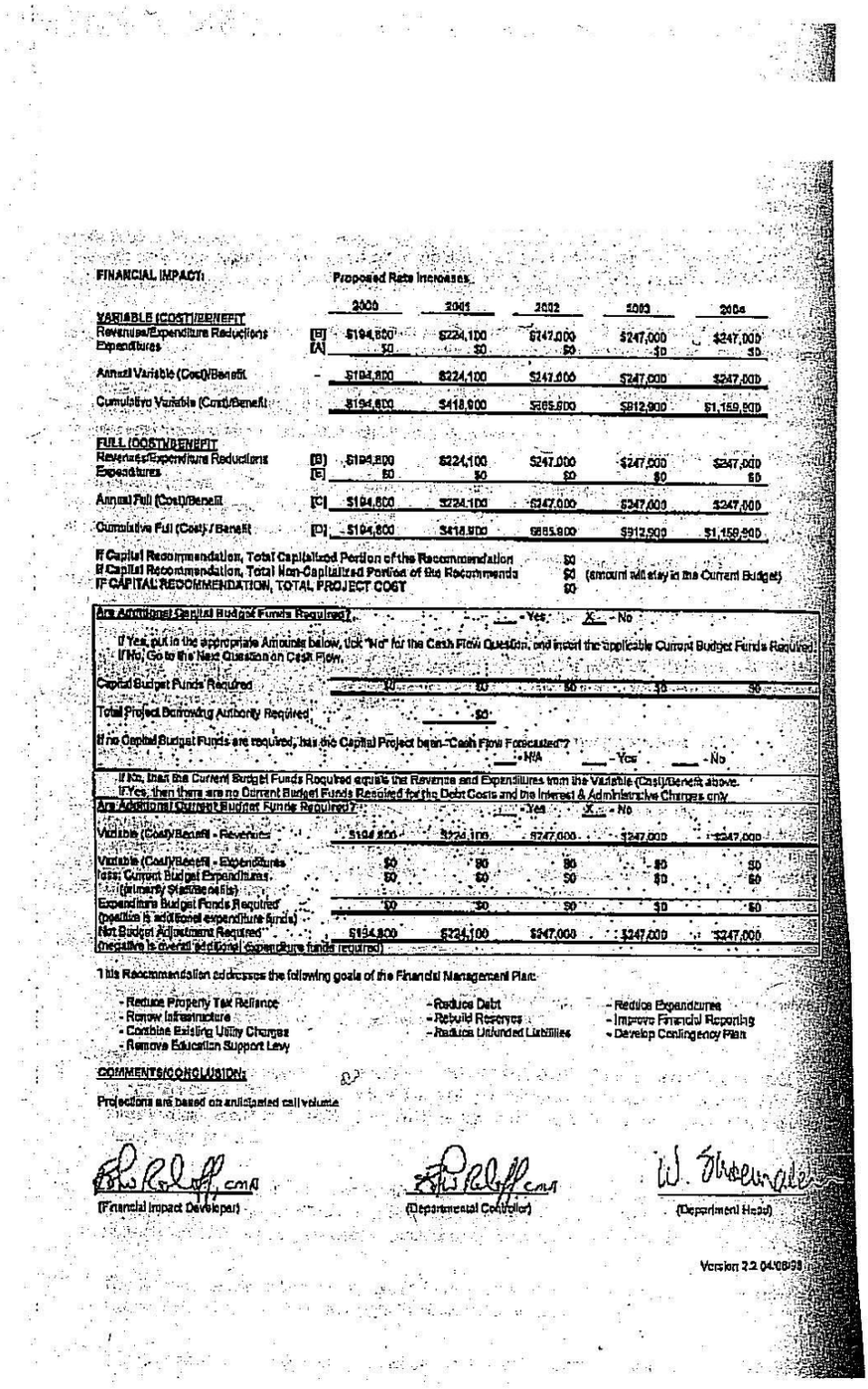
91 - Schedule "A" referred to in Clause 2 of the Report of the Standing Policy Committee on Protection and Community Services dated November 1, 1999



FINANCIAL IMPACT: Proposed Rate Increases

		2000	2001	2002	2003	2004
VARIABLE (COST)/BENEFIT						
Revenues/Expenditure Reductions	[B]	$194,800	$224,100	$247,000	$247,000	$247,000
Expenditures	[A]	$0	$0	$0	$0	$0
Annual Variable (Cost)/Benefit		$194,800	$224,100	$247,000	$247,000	$247,000
Cumulative Variable (Cost)/Benefit		$194,800	$418,900	$665,900	$912,900	$1,159,900
FULL (COST)/BENEFIT						
Revenues/Expenditure Reductions	[B]	$194,800	$224,100	$247,000	$247,000	$247,000
Expenditures	[E]	$0	$0	$0	$0	$0
Annual Full (Cost)/Benefit	[C]	$194,800	$224,100	$247,000	$247,000	$247,000
Cumulative Full (Cost) / Benefit	[D]	$194,800	$418,900	$665,900	$912,900	$1,159,900

If Capital Recommendation, Total Capitalized Portion of the Recommendation $0
If Capital Recommendation, Total Non-Capitalized Portion of the Recommenda $0 (amount will stay in the Current Budget)
IF CAPITAL RECOMMENDATION, TOTAL PROJECT COST $0

Are Additional Capital Budget Funds Required? ___ - Yes X - No

If Yes, put in the appropriate Amounts below, tick "No" for the Cash Flow Question, and insert the applicable Current Budget Funds Required
If No, Go to the Next Question on Cash Flow.

Capital Budget Funds Required	$0	$0	$0	$0	$0
Total Project Borrowing Authority Required		$0			

If no Capital Budget Funds are required, has the Capital Project been Cash Flow Forecasted? ___ - N/A ___ - Yes ___ - No

If No, then the Current Budget Funds Required equals the Revenue and Expenditures from the Variable (Cost)/Benefit above.
If Yes, then there are no Current Budget Funds Required for the Debt Costs and the Interest & Administrative Charges only

Are Additional Current Budget Funds Required?			___ - Yes	X - No		
Variable (Cost)/Benefit - Revenues	$194,800	$224,100	$247,000	$247,000	$247,000
Variable (Cost)/Benefit - Expenditures	$0	$0	$0	$0	$0
Less: Current Budget Expenditures (primarily Staff Benefits)	$0	$0	$0	$0	$0
Expenditure Budget Funds Required (positive is additional expenditure funds)	$0	$0	$0	$0	$0
Net Budget Adjustment Required (negative is overall additional expenditure funds required)	$194,800	$224,100	$247,000	$247,000	$247,000

This Recommendation addresses the following goals of the Financial Management Plan:

- Reduce Property Tax Reliance
- Renew Infrastructure
- Combine Existing Utility Charges
- Remove Education Support Levy
- Reduce Debt
- Rebuild Reserves
- Reduce Unfunded Liabilities
- Reduce Expenditures
- Improve Financial Reporting
- Develop Contingency Plan

COMMENTS/CONCLUSION:

Projections are based on anticipated call volume

(Financial Impact Developer) (Departmental Controller) (Department Head)

Version 2.2 04/08/99

92 - Appendix "E" referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated October 25, 1999

Appendix E

Proposed Increase in Wastewater Disposal Fee, effective May 1, 2000

The current Wastewater Disposal Fee is not recovering the full cost of providing this service. Septic waste haulers are discharging both holding tank (domestic) and septic tank waste at each of the three wastewater treatment plants. The proposed increase to $1.00 per kilolitre would be equivalent to the sewer rate (per hcf).

The average hauler would see an 33% increase in the cost of this service from $5.36 per load in 1999 to $7.15 per load in 2000. Based on a May 1, 2000 implementation date, the average hauler (defined as a customer who operates a fleet of seven hauling trucks) will see an increase in their annual bill of $500 from $2,250 in 1999 to $2,750 in 2000.

The increase will result in an additional $30,000 in revenue in 2000 (1999 - $70,000; 2000 - $100,000).

This increase is part of a long-term strategy that was developed to move from the provision of these services at no charge to billing these services on a fully cost-recoverable basis.

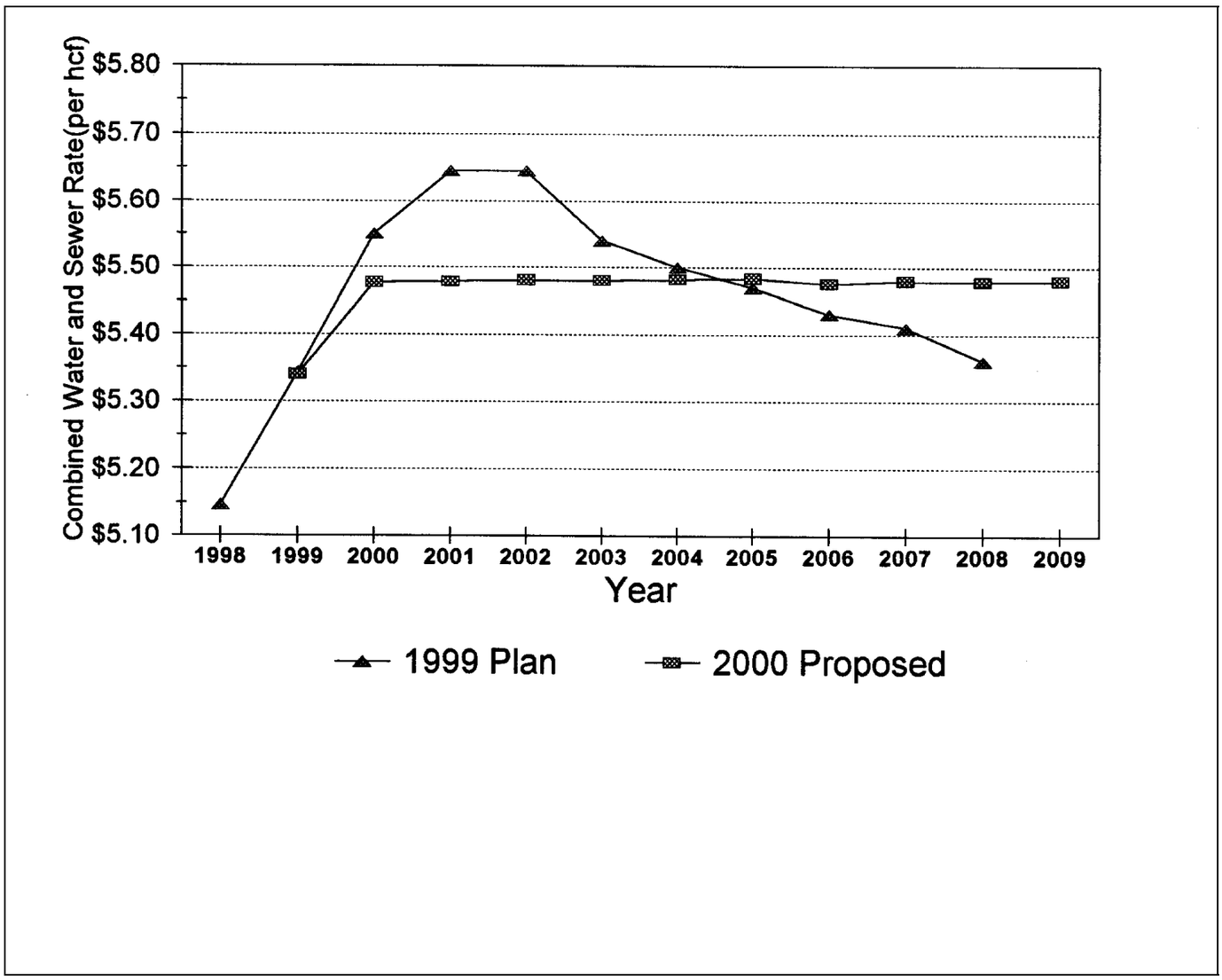
The Department is continuing to review the rate. The current rate is based on the cost of treating normal sewage but haulers typically discharge a higher strength sewage (which bears a higher treatment cost).

The Department is recommending May 1, 2000 implementation to allow sufficient time to implement a communications strategy and to advise waste haulers that the rate will increase.

Appendix "F" referred to in Clause 1 of the Report of the Standing Policy Committee on Public Works dated October 25, 1999

APPENDIX F

2000 RATE PLAN
(IN COMPARISON TO 1999)



93 - Appendix "A" referred to in Clause 1 of the Report of the Standing Policy Committee on Property and Development dated February 19, 1999

TASK FORCE ON INNER WINNIPEG NEIGHBOURHOOD REDEVELOPMENT

TERMS OF REFERENCE

Purpose

The City of Winnipeg will consult with the community to develop an action strategy for the recovery of distressed inner Winnipeg neighbourhoods. Priorities for this initiative will be housing, safety and recreation. This will be accomplished by bringing together a partnership of resources in a comprehensive and integrated manner. The Task Force will complete a draft report by June 1999, and a completed report by September 1999.

Objectives

1. Develop a community driven and economically sustainable long and short term action strategy for housing, safety and recreation. To address these complex issues the Task Force will focus on:

   - Crime prevention and neighbourhood safety
   - Recreational opportunities
   - Services to the aboriginal community, cultural and ethnic groups
   - Family, children and youth services
   - Health
   - Education, training and employment
   - Housing initiatives

   This will support and promote a community approach that is neighbourhood based, stakeholder driven, and has the capacity to deal with the unique needs of inner Winnipeg neighbourhoods and where possible use existing community and government structures and resources.

2. Identify and support current and proposed actions of stakeholders who are addressing the issues facing the targeted neighbourhoods.

3. Examine the efforts of other cities in "turning neighbourhoods around" and determining factors used to assess performance.

4. Encourage public expression about activities that should be undertaken to arrest neighbourhood deterioration, viewed as a city-wide concern, and maintain public focus on this priority issue.

5. Report to City Council on the Task Force progress.

Appendix "A" referred to in Clause 1 of the Report of the Standing Policy Committee on Property and Development dated February 19, 1999 (continued)

Task Force Membership

In addition to the three appointed City Councillors, the Task Force should represent the functions reflected in the Terms of Reference. Possible areas of representations include:

- Neighbourhood leaders, stakeholders, resident association representatives
- Community based organizations
- Aboriginal community (ie. Manitoba Metis Federation, Assembly of Manitoba Chiefs, Aboriginal Council of Winnipeg)
- Housing industry
- Insurance industry
- Financial institutions
- Labour
- Government of Canada representing resources related to Employment and Training, Health Canada, Human Resources Development, Western Diversification and the Canada Mortgage and Housing Corporation
- Province of Manitoba with resources related to the Winnipeg Community and Long Term Care Authority, Child and Family Services, Income Security, Education, Manitoba Housing, Urban Affairs, and Industry, Trade and Technology
- City of Winnipeg Departmental representatives relating to neighbourhood safety and recreation
- The Coordinator of the City Action Team
- Winnipeg School Division No. 1
- Social Planning Council

Targeted Areas

The Task Force has targeted seven high-risk neighbourhoods: West Broadway, Spence, Lord Selkirk Park, North Point Douglas, William Whyte, West Alexander and Centennial.

Task Force Budget and Support

The budget is based on the Task Force operating from March 1, 1999 to October 31, 1999. It is assumed the Task Force will be located in an existing civic facility and equipped with existing furniture at no cost.

Operating Budget:

Consultant		$ 45,700
Clerical		21,320
Professional Services (research, consultants)	15,000	
Auto Allowance / Parking		3,750
Telephones		870
Computer		3,000
Marketing (publicity, printing, displays)		2,500
Miscellaneous (meetings)		2,250
Total Funding Required		$ 94,390

94 - Schedule "A" referred to in Clause 3 of the Report of the Standing Policy Committee on Property and Development dated September 28, 1999

Proposed Amendments to the By-law to regulate issuance of Demolition Permits and the Winnipeg Building By-law

File EB-1.5 (Vol. 17)

3. The Standing Policy Committee on Property and Development has been advised that currently the demolition permit By-law No. 4665/87 requires that any person applying for a demolition permit for a property on land zoned to allow residential uses must first obtain a building permit for that same land. This requirement is in place to prevent homes from being bulldozed in advance of development applications. Past experience had shown that when faced with the alternative of a vacant lot, Committees of Council were more inclined to approve applications for non-residential development. This was seen as a factor in the gradual destabilization of some residential neighbourhoods.

Under the By-Law, an applicant who does not wish to re-build is required to obtain the approval of the area Community Committee. However, section 14 of the By-Law provides that it does not apply to the downtown area, demolitions carried out by the City, or demolitions ordered by the City without the option of remedial measures.

The rationale for not requiring an applicant to have a building permit in hand when applying for a demolition permit at the City's instigation (i.e. by order), is readily apparent. However, where the City's order gives an applicant the option to repair or take other action such as obtaining an engineering report, the terms of the By-law apply.

Under the accelerated enforcement program relating to boarded-up buildings in the inner city, the orders issued almost always provide the owner with the option of obtaining an engineering report to demonstrate that the building can be made safe, as an alternative to demolition. Those owners who wish to demolish the buildings themselves must either have a building permit in hand, or obtain political approval for dispensing with it.

The Property and Development Services Department feels that a policy decision has already been made by Council that the City is prepared to accept the possibility that lots in the inner city may remain vacant for some time, and has found that possibility is preferable to the continued existence of run-down, unsafe structures. Moreover, options for the use of such lots do exist at present, and more are being explored as the City addresses the issues relating to inner city decay. For those reasons, the Administration recommends that By-Law No. 4665/87 be amended to provide that no building permit is required in those cases where the City has issued an order which may result in the demolition of a building.

The revised section 14 would read as follows:

"14. This By-Law does not apply to:

(a) the area covered by Zoning By-Law No. 4800/88;

(b) any demolition carried out, required, or ordered by an Authority having such jurisdiction; or

(c) any demolition carried out by an owner or applicant in compliance with an order which specifies demolition to be an option acceptable to the Authority having jurisdiction,

but this By-law does apply to any residential building in respect of which a notice or order requires that remedial measures other than demolition shall be carried out."

The issue of demolition permits generally is governed by the Winnipeg Building By-Law No. 4555/87. Section 16.3(c) provides that, on completion of demolition, an owner/applicant may be required to "put the site in a safe, level, and sanitary condition to the satisfaction of the authority having jurisdiction". This section, as currently worded, does not authorize the Administration to impose a condition on a demolition permit that the site be sodded or seeded afterward.

In dealing with applications for demolition permits under the demolition permit By-Law No. 4665/87, the Community Committees may impose conditions designed to ameliorate any negative impact which a vacant lot might have on adjacent lands. One frequently imposed condition is the requirement that the lot be seeded or sodded following demolition.

Schedule "A" referred to in Clause 3 of the Report of the Standing Policy Committee on Property and Development dated September 28, 1999 (continued)

The Administration therefore also recommends that section 16.3(c) of the Winnipeg Building By-Law No. 4555/87 be amended to read, "put the site into such condition as is safe, level, sanitary, and consistent in appearance with the nature and use of adjoining lands, to the satisfaction of the authority having jurisdiction." Since sodding or seeding may not be appropriate in all cases, reference must be made to the nature and use of the adjoining lands to determine whether such a condition should be imposed on the permit.

The Standing Policy Committee on Property and Development recommends:

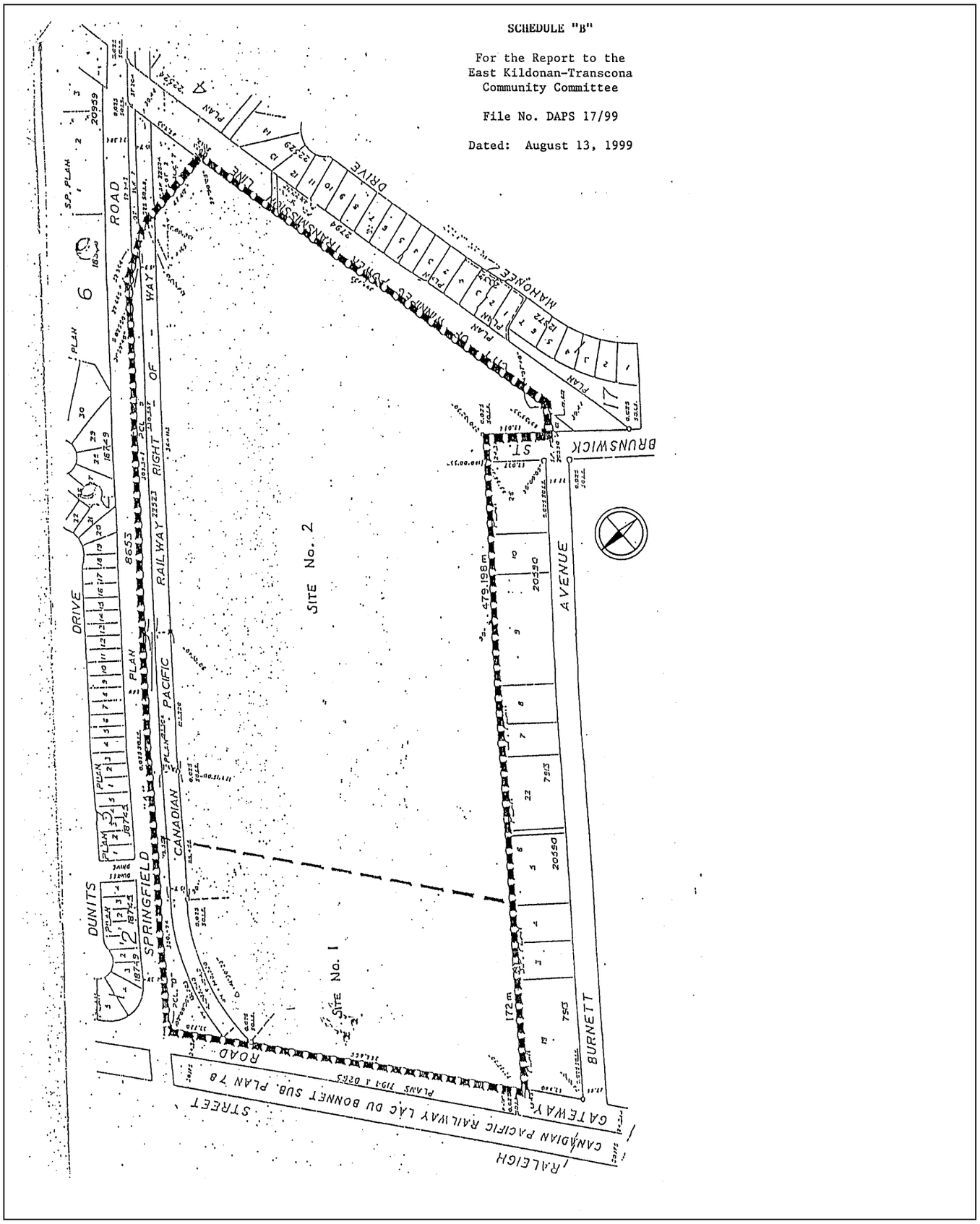
I. That By-Law No. 4665/87 (a by-law to regulate issuance of Demolition Permits) be amended to provide that it does not apply where the City has issued an order which may result in the demolition of a building.

II. That the Winnipeg Building By-Law No. 4555/87 be amended to include a requirement that, following demolition, the property owner/applicant must put the site in such condition as is safe, level, sanitary, and consistent in appearance with the nature and use of the adjoining land, to the satisfaction of the Authority having jurisdiction.

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

REFERRED BACK BY COUNCIL
TO STANDING POLICY COMMITTEE ON
PROPERTY AND DEVELOPMENT
ON SEPTEMBER 22, 1999

95 - Schedule "B" referred to in Clause 4 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999



96 - Schedule "A" referred to in Clause 7 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999

Atlas Sheet No. R28

N

LORD SELKIRK
WEST KILDONAN
COMMUNITY

Explanation

A proposal for the approval of the plan of subdivision shown outlined below and for a proposed change to By-law No. 6400/94 by rezoning the land on the south side of Horrox Bay, west of Riverwest Road from an "R1-20" SINGLE-FAMILY DISTRICT to an "R1-4" SINGLE-FAMILY DISTRICT as shown outlined below.

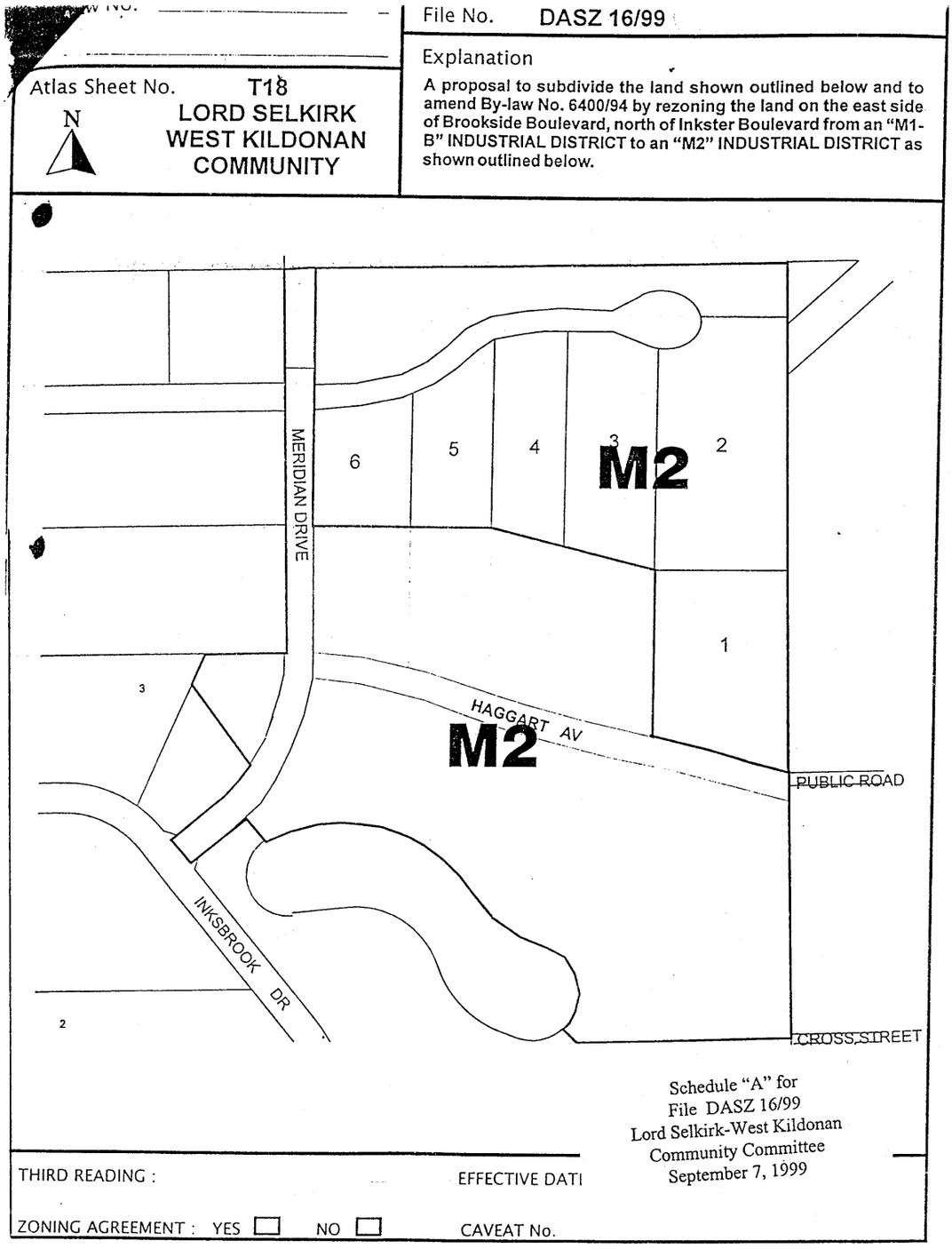


Schedule "A" for
File DASZ 15/99
Lord Selkirk-West Kildonan
Community Committee
September 1, 1999

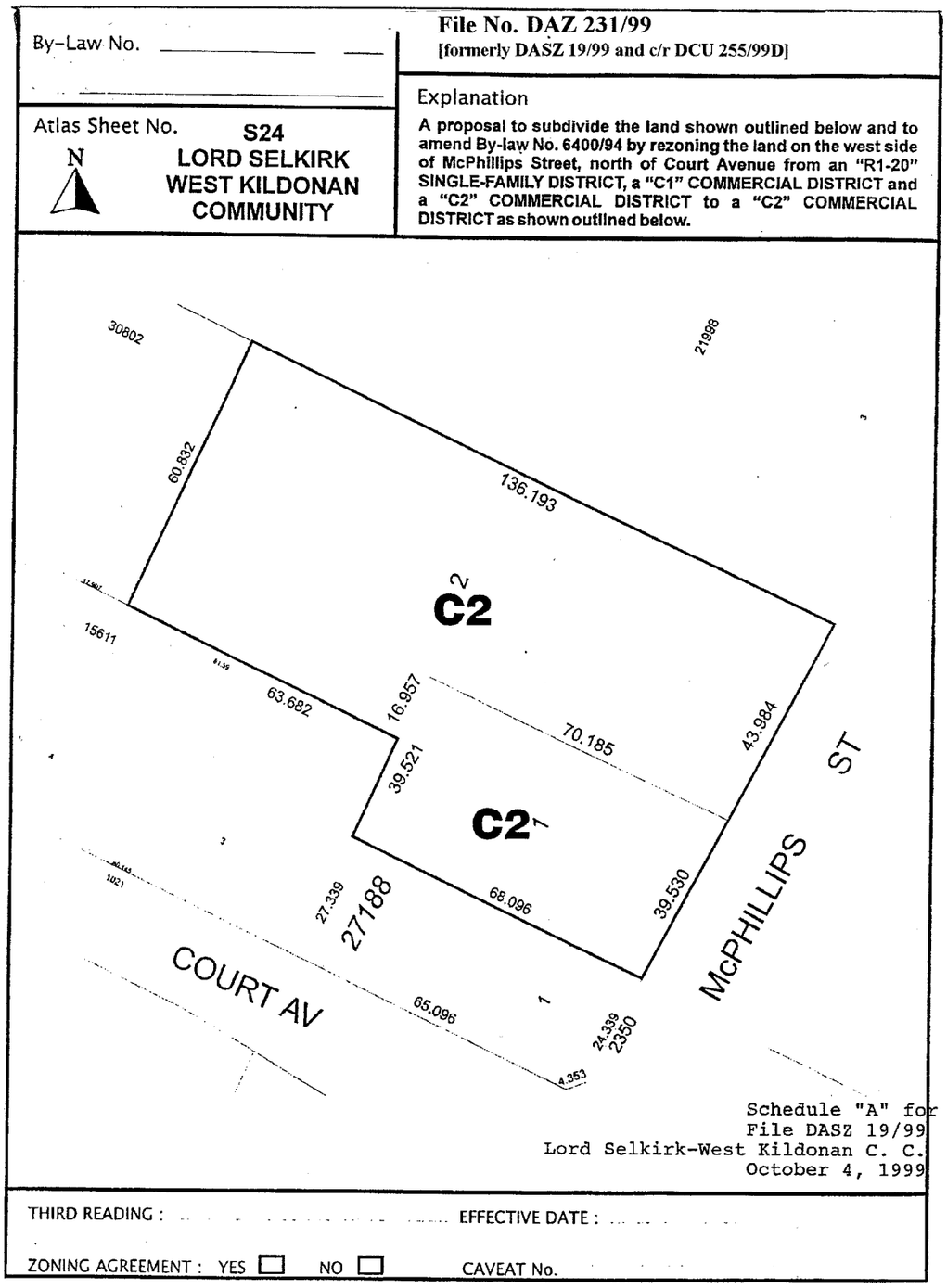
THIRD READING : EFFECTIVE DATE :

ZONING AGREEMENT : YES ☐ NO ☐ CAVEAT No.

97 - Schedule "A" referred to in Clause 8 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999



98 - Schedule "A" referred to in Clause 9 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999



99 - Schedule "A" referred to in Clause 11 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999

By-Law No. _____

File No. DAZ 208/99

Atlas Sheet No. AD27

RIEL COMMUNITY

Explanation:

A proposed zoning change to By-law No. 6400/94 by rezoning the land at 143 St. Anne's Road from an "RM-2" MULTIPLE-FAMILY DISTRICT to a "C2" COMMERCIAL DISTRICT as shown outlined below.



Schedule "A" for
File DAZ 208/99
Riel Community Committee
April 6, 1999

THIRD READING: _____ EFFECTIVE DATE: _____

100 - Schedule "A" referred to in Clause 12 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999

By Law No. _____

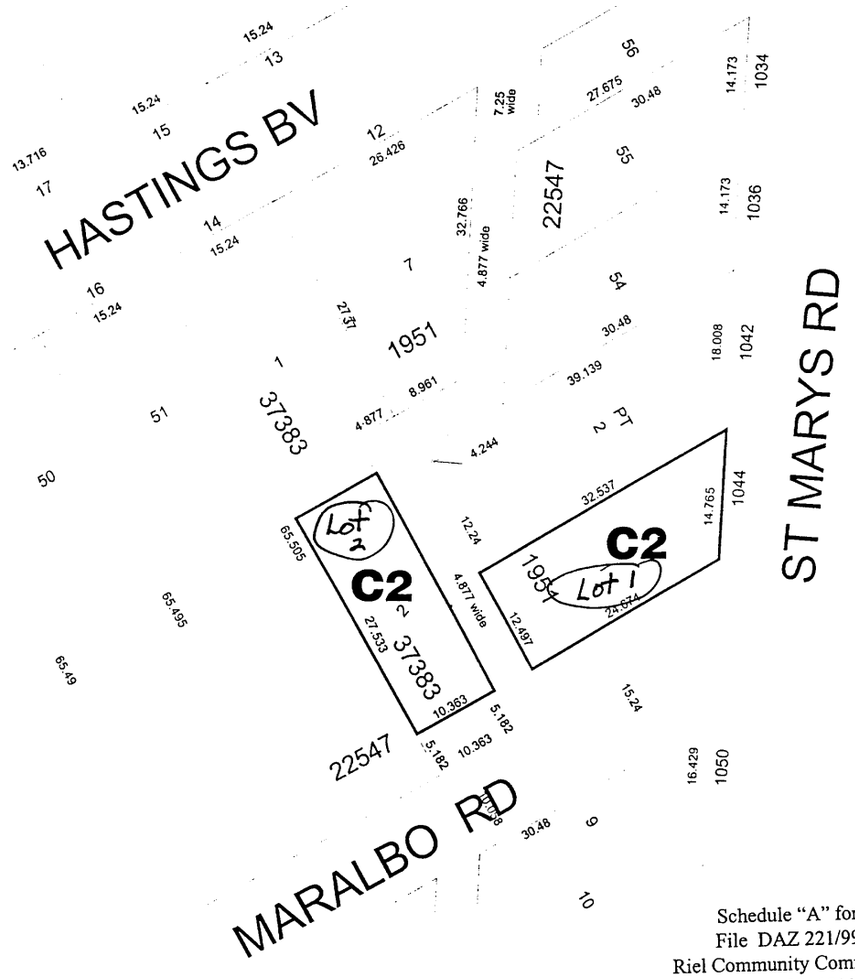
File No. DAZ 221/99

Atlas Sheet No. AG26 RIEL COMMUNITY

N

Explanation

A proposed zoning change to By-law No. 6400/94 by rezoning the land west of St. Marys Road and north of Maralbo Road from a "C1" COMMERCIAL DISTRICT and an "RM-L" RESIDENTIAL DISTRICT to a "C2" COMMERCIAL DISTRICT as shown outlined below.

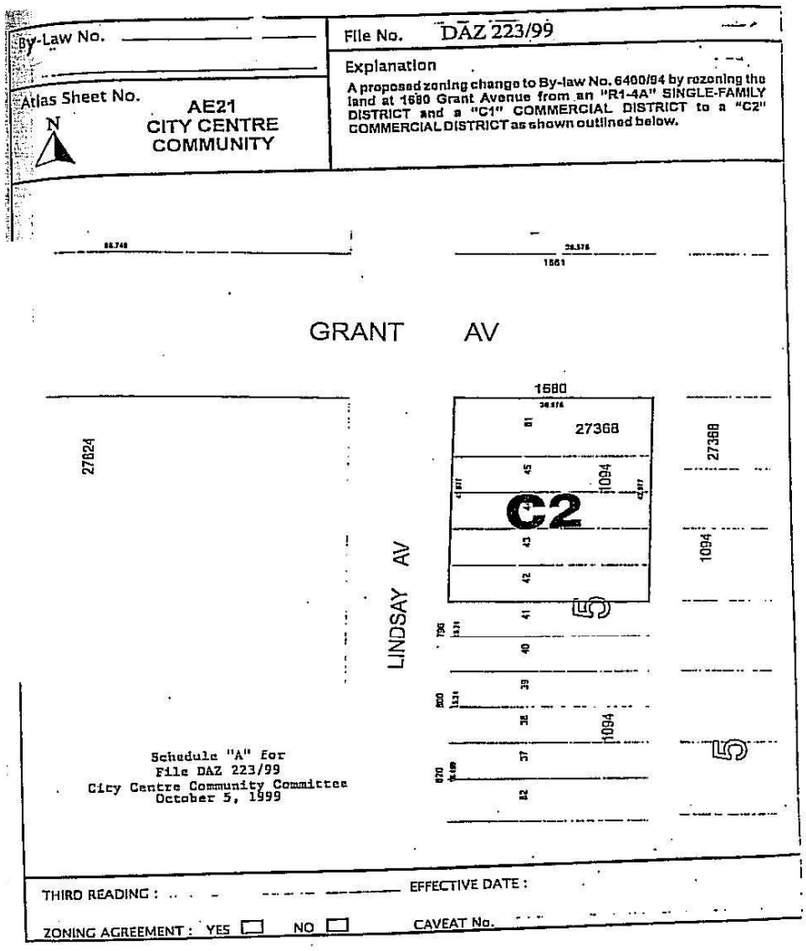


Schedule "A" for
File DAZ 221/99
Riel Community Committee
August 30, 1999

THIRD READING : _____ EFFECTIVE DATE : _____

ZONING AGREEMENT : YES ☐ NO ☐ CAVEAT No. _____

101 - Schedule "A" referred to in Clause 13 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999



102 - Schedule "A" referred to in Clause 14 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999

By-Law No. _____

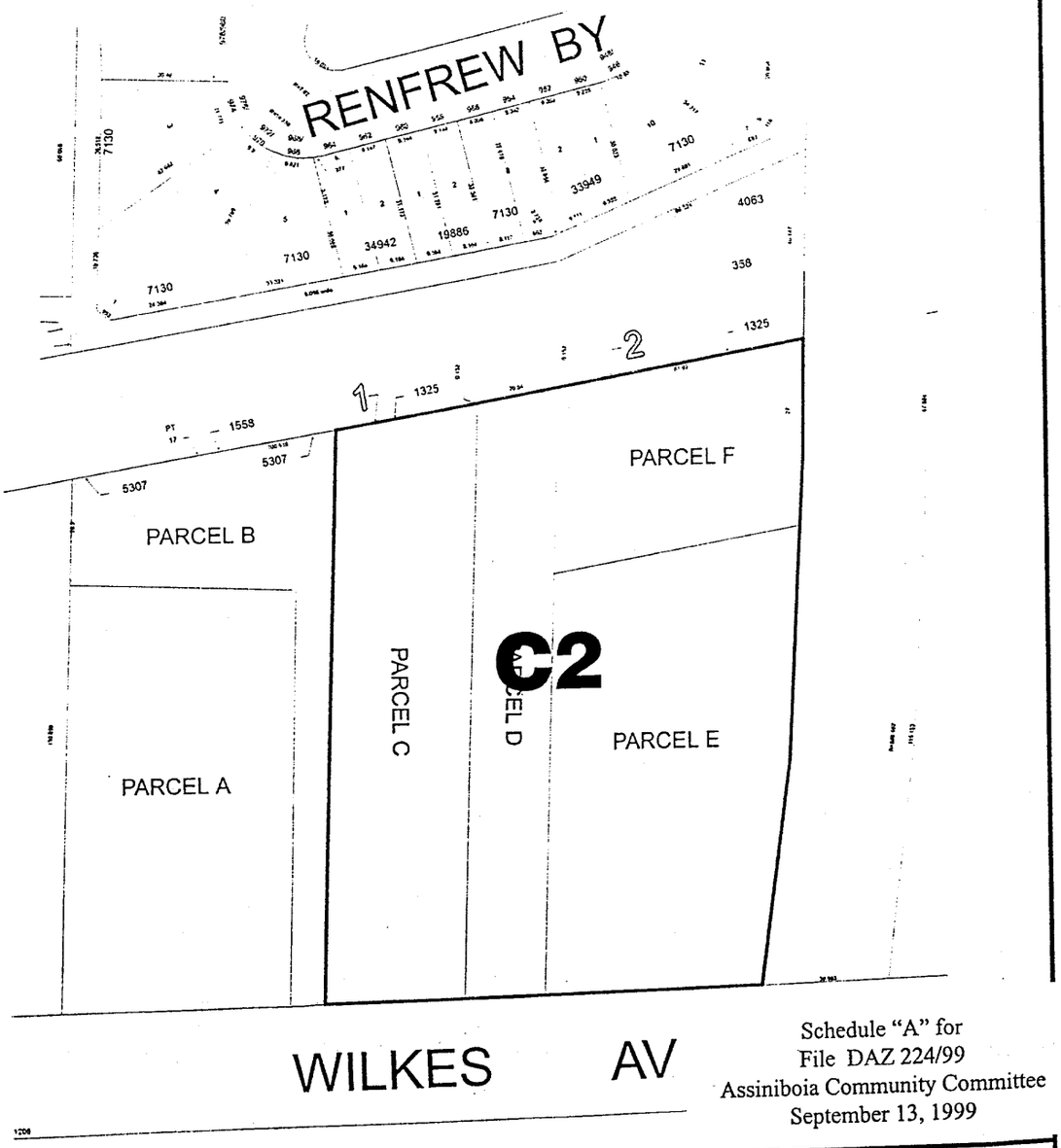
File No. DAZ 224/99

Explanation

A proposed zoning change to By-law No. 6400/94 by rezoning the land on the north side of Wilkes Avenue, south of Renfrew Bay from an "M2" INDUSTRIAL DISTRICT to a "C2" COMMERCIAL DISTRICT as shown outlined below.

Atlas Sheet No. AE20 ASSINIBOIA COMMUNITY

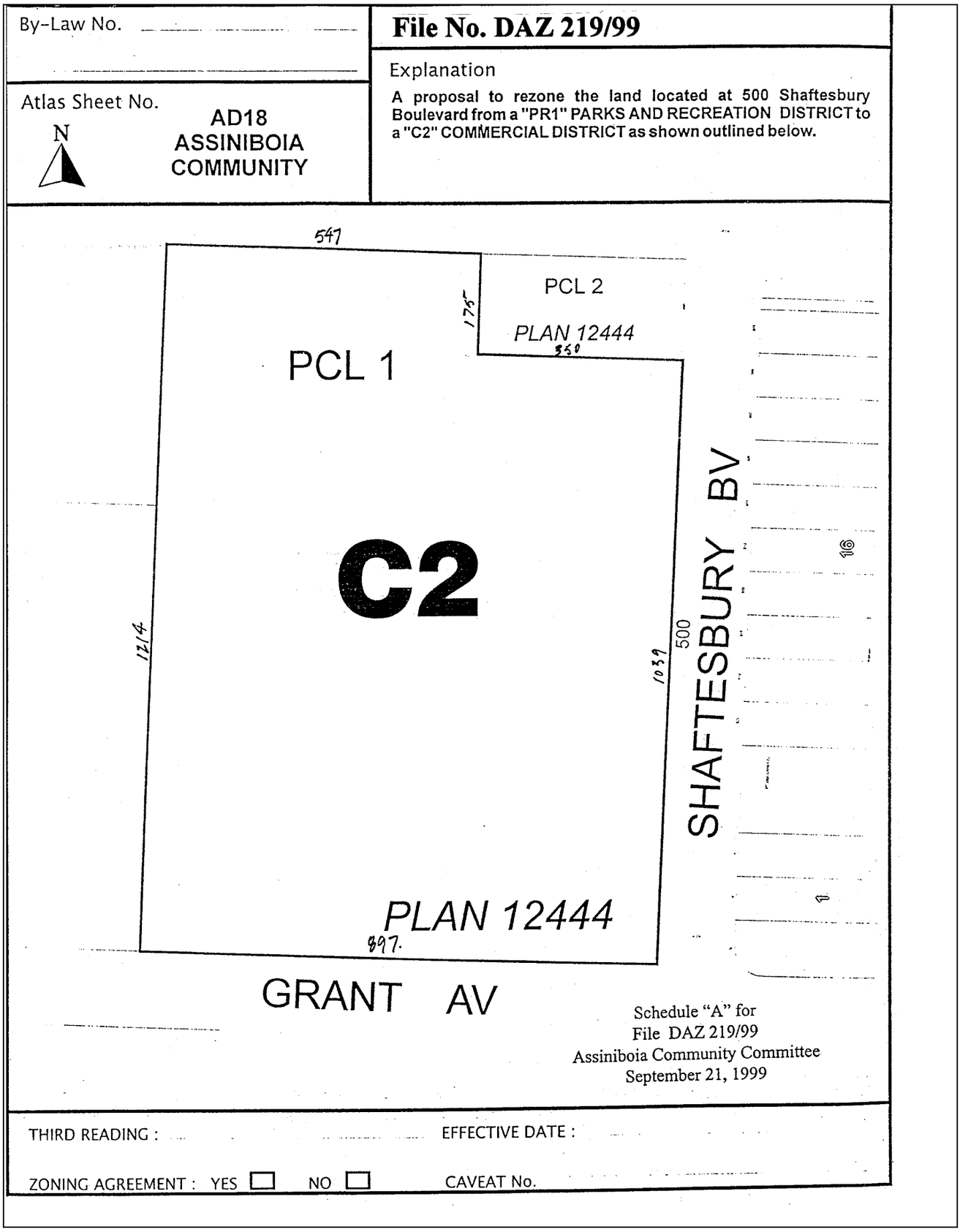
N



Schedule "A" for
File DAZ 224/99
Assiniboia Community Committee
September 13, 1999

THIRD READING : _____ EFFECTIVE DATE : _____

103 - Schedule "A" referred to in Clause 19 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999



104 - Schedule "A" referred to in Clause 20 of the Report of the Standing Policy Committee on Property and Development dated October 26, 1999

By-Law No. _____

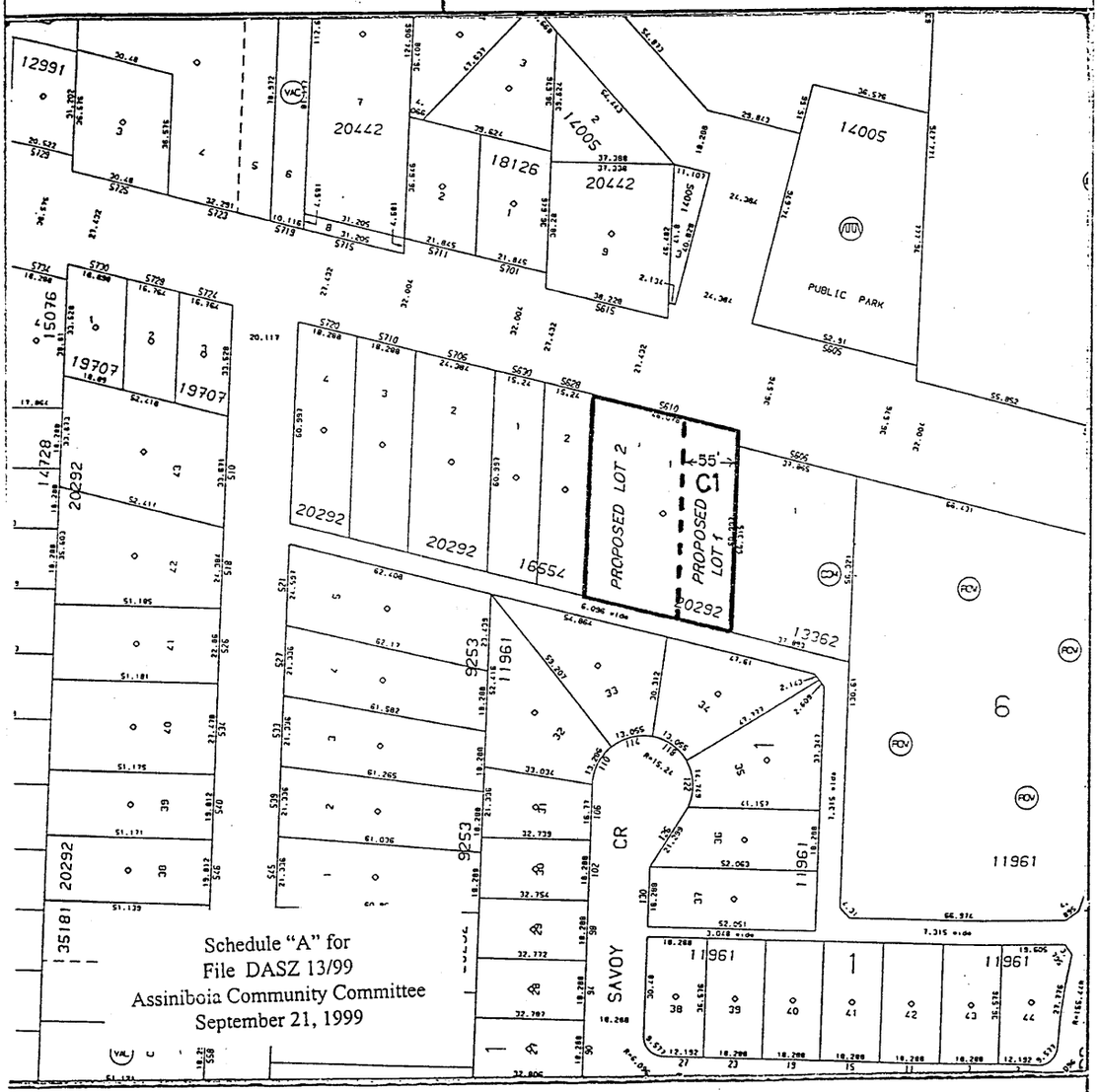
File No. DASZ 13/99

Explanation:

A proposal to subdivide the land shown outlined below and for a proposed zoning change to By-law No. 6400/94 by rezoning the land at 5606/5610 Roblin Boulevard from an "R1-6" SINGLE-FAMILY DISTRICT to a "C1" COMMERCIAL DISTRICT as shown outlined below.

Atlas Sheet No. AD 13

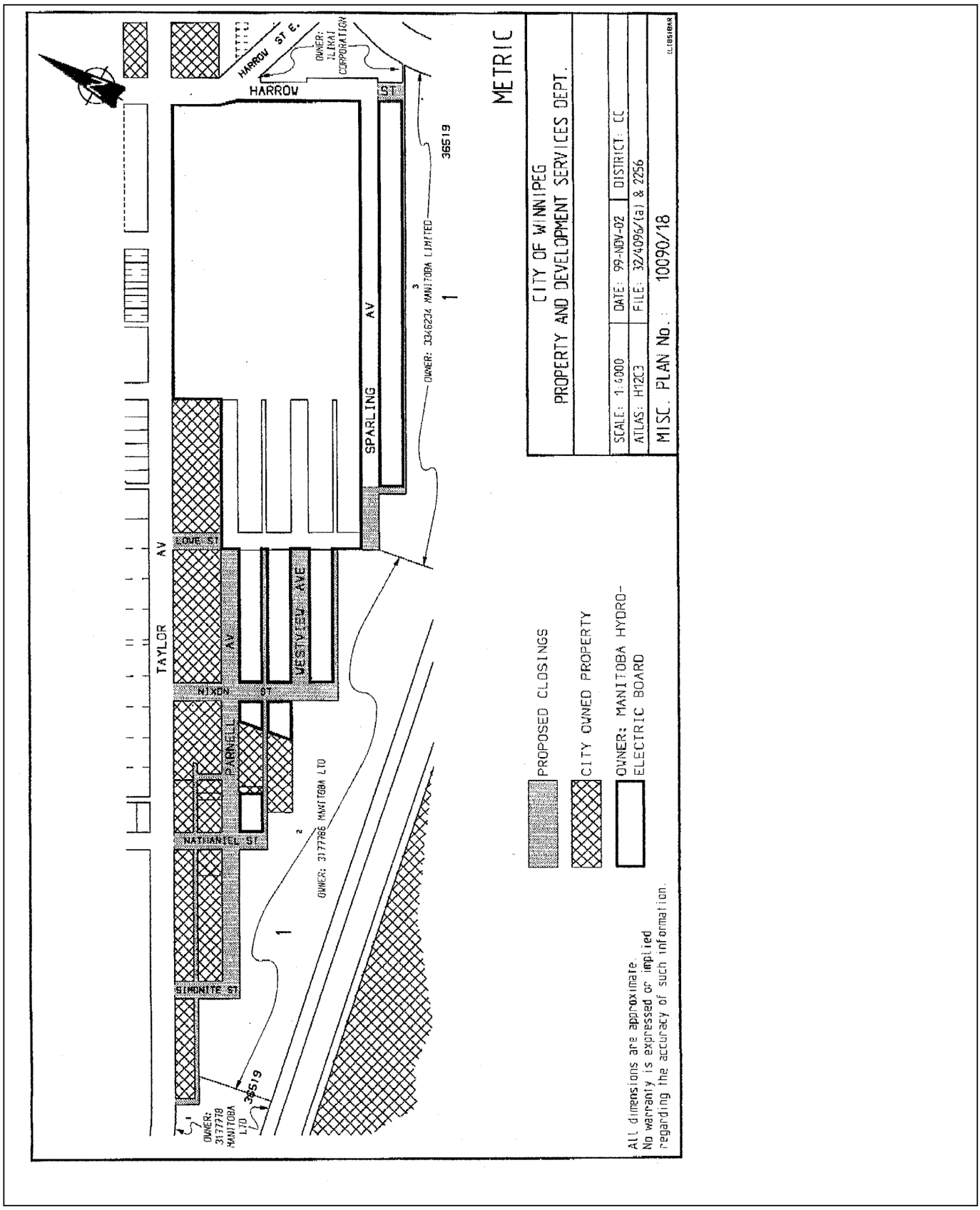
ASSINIBOIA



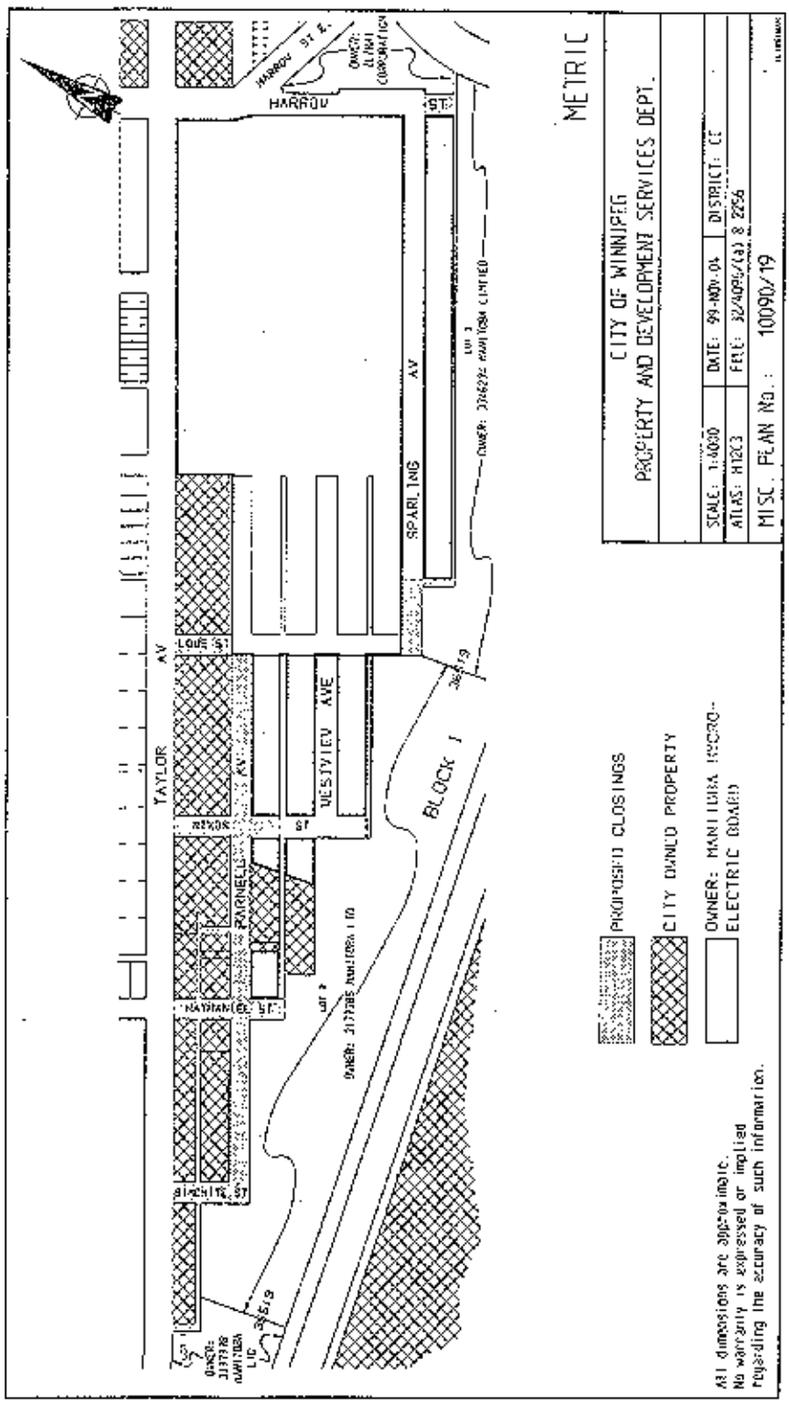
THIRD READING: _____ EFFECTIVE DATE: _____

ZONING AGREEMENT: YES ___ NO ___ CAVEAT No. _____

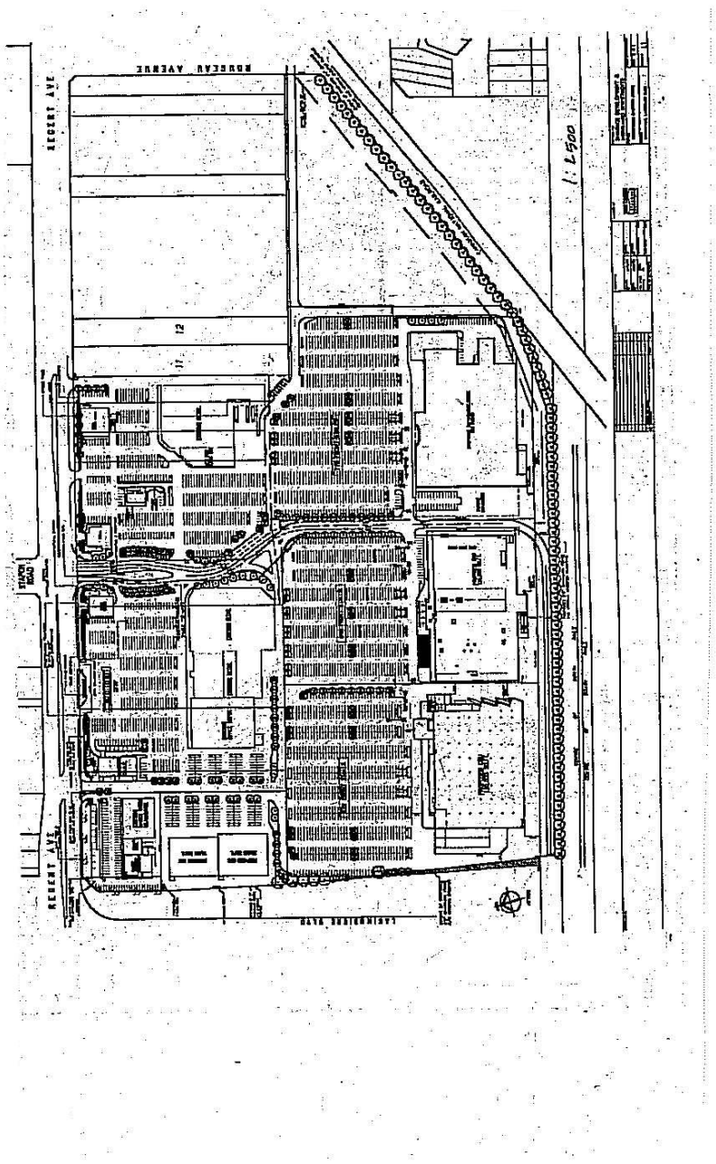
105 - Schedule "A" referred to in Clause 3 of the Report of the Standing Policy Committee on Property and Development dated October 28, 1999



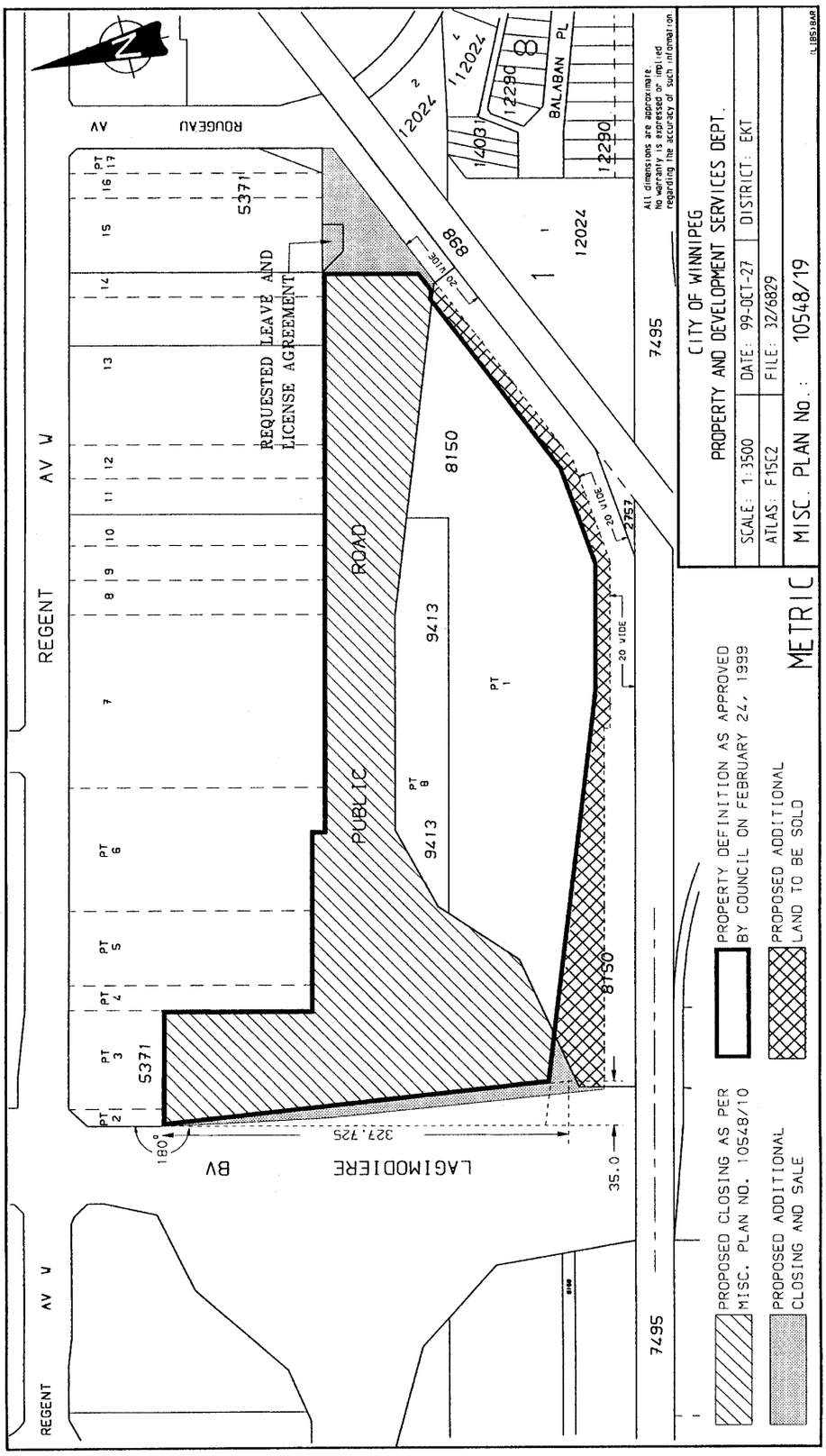
Schedule "B" referred to in Clause 3 of the Report of the Standing Policy Committee on Property and Development dated October 28, 1999



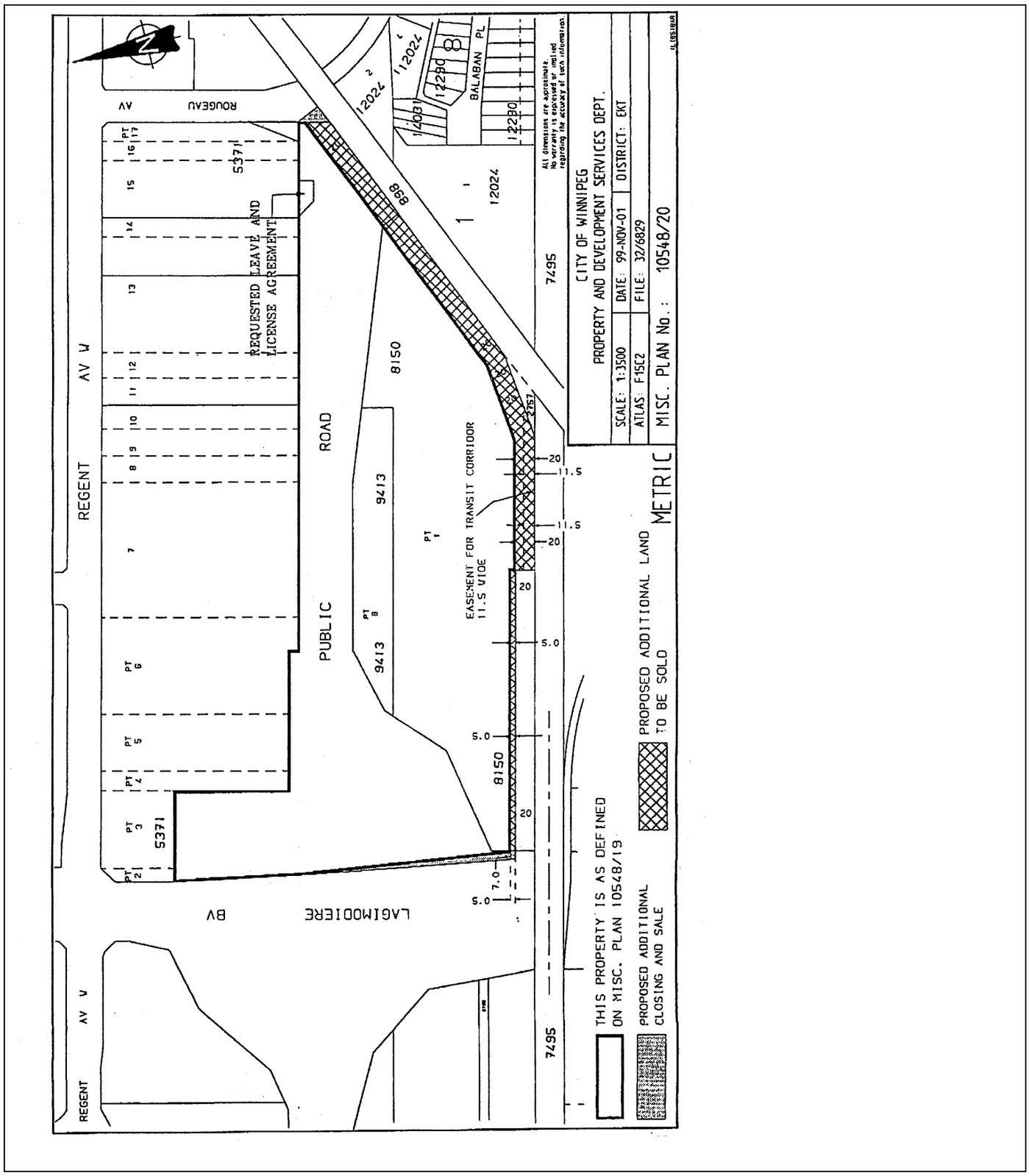
106 - Appendix "B" referred to in Clause 1 of Report "A" of the Standing Policy Committee on Property and Development dated October 28, 1999 adjourned to October 29, 1999



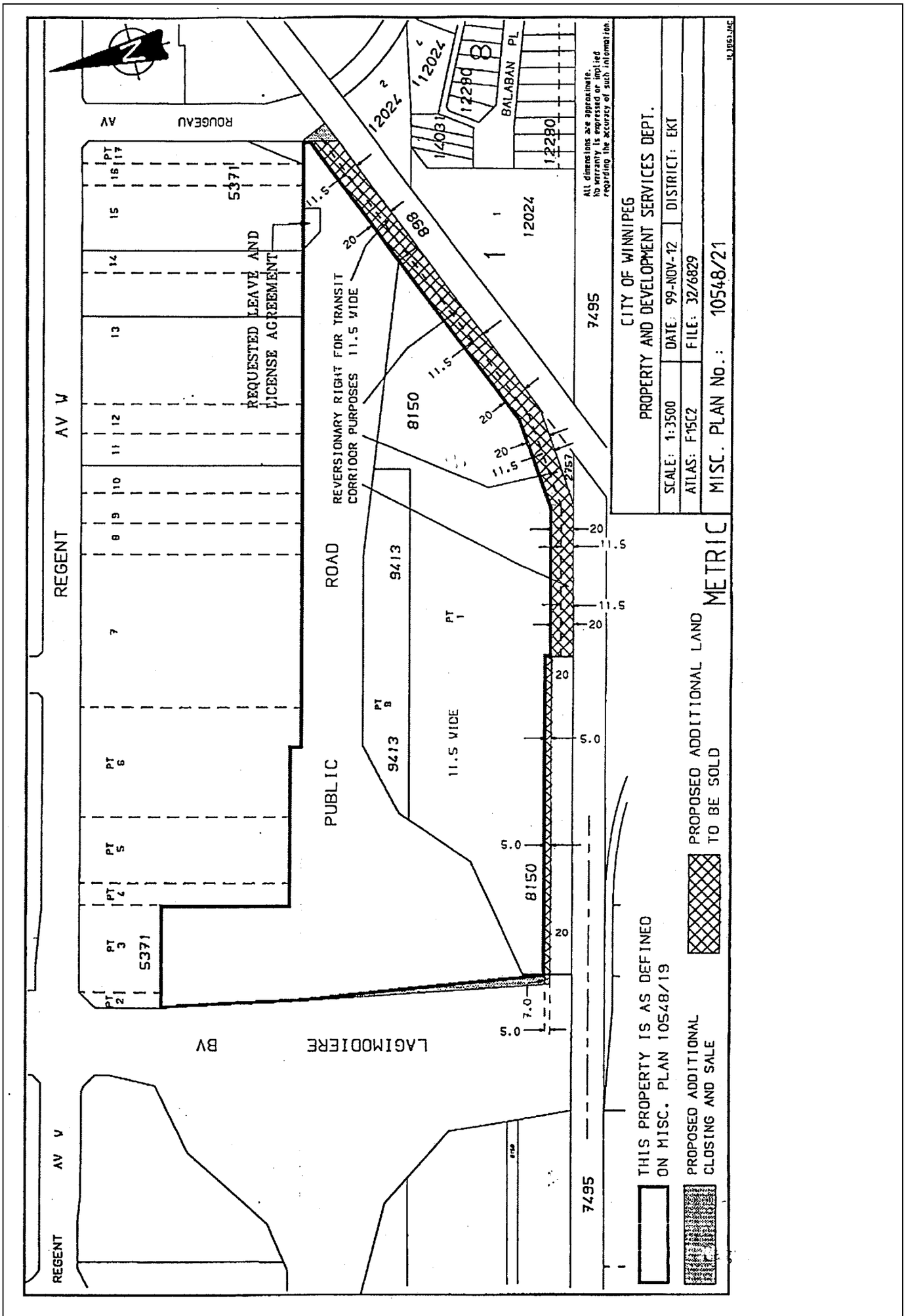
Appendix "C" referred to in Clause 1 of Report "A" of the Standing Policy Committee on Property and Development dated October 28, 1999 adjourned to October 29, 1999



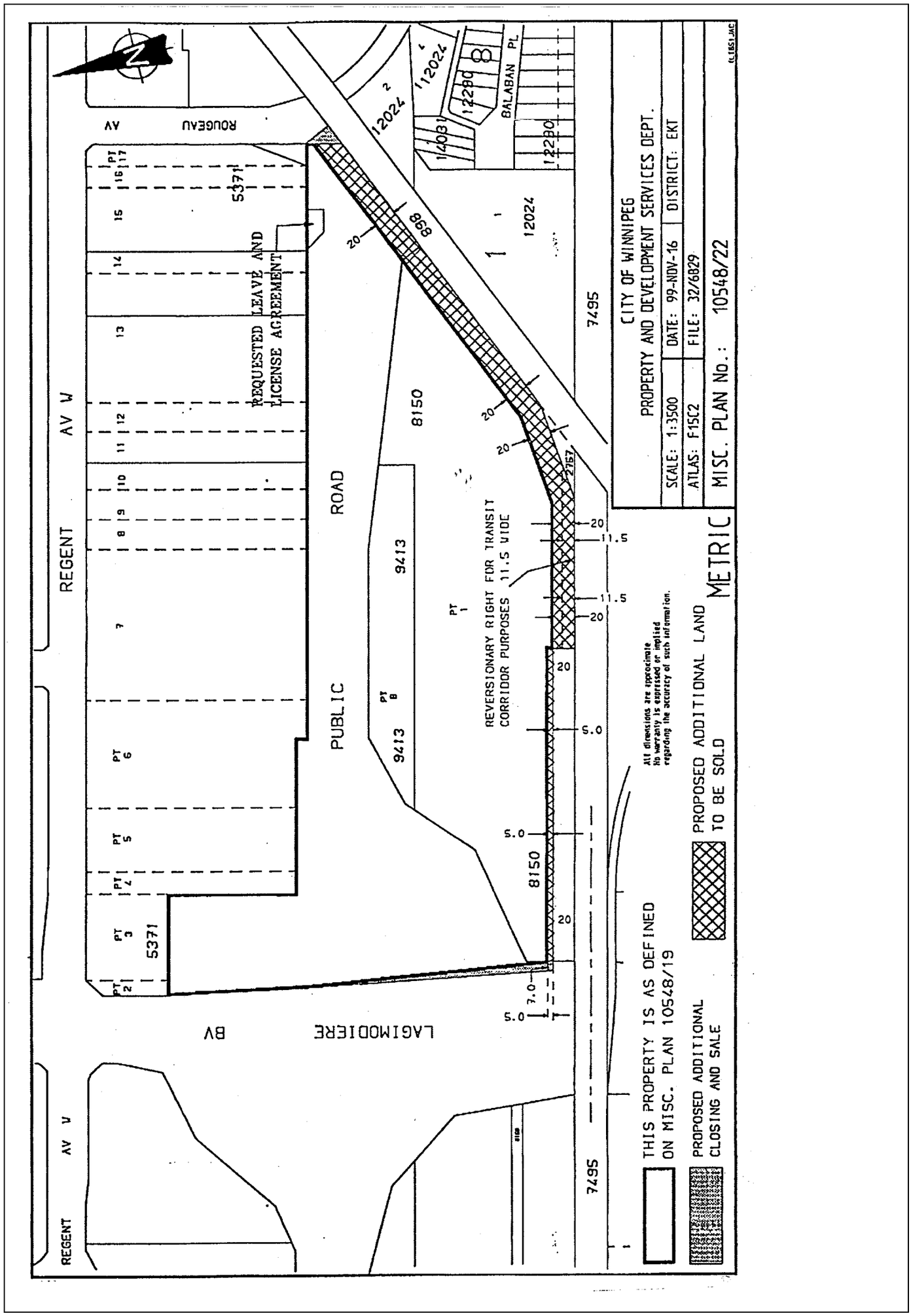
Appendix "D" referred to in Clause 1 of Report "A" of the Standing Policy Committee on Property and Development dated October 28, 1999 adjourned to October 29, 1999



Misc. Plan 10548/21 referred to Clause 1 of Report "A" of the Standing Policy Committee on Property and Development dated October 28, 1999 adjourned to October 29, 1999



Misc. Plan 10548/22 referred to Clause 1 of Report "A" of the Standing Policy Committee on Property and Development dated October 28, 1999 adjourned to October 29, 1999 adjourned to October 29, 1999



107 - Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix A

Animal Services SOA
Operating Charter

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Section 1: PREAMBLE

Background

Council, on March 20, 1997, adopted the *'Reshaping Our Civic Government'* document, identifying the development of Special Operating Agencies (SOAs) as one of five strategic initiatives needed to create a more affordable and fundamentally better City government.

On September 24, 1997, Council adopted the strategic direction with regard to SOAs identified in the report entitled Special Operating Agencies Initiative. Consistent with the foregoing process, the Animal Services Division of the Community Services Department prepared a feasibility study and presented it to the Standing Committee on Fiscal Issues on December 8, 1997.

The feasibility study demonstrated that it is in the interest of the City of Winnipeg to further explore alternative service delivery of the City's Animal Services operations, and on December 17, 1997, Council adopted the recommendations contained in the report from the Standing Committee on Fiscal Issues, directing that an operating charter and business plan be prepared.

Establishment of the Agency

The Animal Services Branch has been designated effective January 1, 2000 as a Special Operating Agency, and this operating charter has been approved by Council resolution **(REFERENCE NUMBER)**, pursuant to ***The City of Winnipeg Act***.

Name of the Agency

The Animal Services Special Operating Agency is referred to as Animal Services (the "Agency").

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Section 2: POLICY FRAMEWORK

Mandate

To promote, protect, and safeguard the health of the community by establishing and maintaining an urban environment which permits the City's human and animal populations to co-exist free of conditions which adversely affect the health, safety, and enjoyment of the community. Animal Services is responsible for the enforcement of animal care and control by-laws to minimize risk in the communities served.

Goals

The goals of Animal Services are to:

- Be financially self-sustainable to the greatest extent possible (significantly less reliance on tax supported funding over the long term)
- Improve the health and safety of neighbourhoods
- Improve customer service
- Increase public awareness and participation
- Improve public image
- Develop partnerships

Operating Principles

The operating principles are:

- Shared Responsibility
- Customer Service
- Prevention
- Proactive Involvement
- Financial Stability
- Partnerships
- Humane Care
- Enforcement

Products and Services

The Agency provides a public service: **Animal Control, Ownership and Care.** This is described as:

"A public service offered to citizens that provides animal control under The City of Winnipeg Act for issues such as neighbourhood disputes regarding the behaviour of someone's pet, animal bites/attacks, stray dogs, illegal

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

animals, wildlife concerns, quarantine, impoundment of stray/unwanted animals, disposition of unclaimed/unwanted animals, injured animals, after-hours emergency response, enforcement of related by-laws, general inquiries, etc. This service also includes public education and the promotion of responsible pet ownership and care."

For the specific purpose of the SOA, the Agency will profile its service by three major sub-services:

1) Animal Control
2) Animal Licensing and Registration
3) Animal Ownership and Care

The following is a list of the primary activities undertaken within these three sub-services. For a more complete description of the activities, see Appendix III.

- Licensing
- Public Awareness/Education
- Neighbourhood Dispute Resolution re Animal Concerns
- Disease Prevention
- Lost and Found
- Inspections
- Complaint Response
- Stray Dog Control
- Kennelling (Impounded Animals)
- Emergency Response
- Exotic Animal Control
- By-law Enforcement
- Wildlife Response (in partnership with Natural Resources)
- Stray Cat Control

The Agency will continue to pursue other product and service opportunities as detailed in its annual business plans.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Clients/Customer Base

All citizens receive the benefit of the services offered, either directly or indirectly. However, direct service is provided to dog owners. Not all dog owners, however, currently purchase licenses for their dogs.

Animal Services is the only service provider for animal control, as mandated by legislation (it is a government responsibility).

Special Operating Agency Status

The Animal Services SOA will assume a business-like focus, and is accountable for its results on the basis of performance measurements as outlined in the business plan.

The Agency will be required to operate independently, and will come forward to the appropriate administrative or political group as needed, for policy direction not explicitly covered or implied in the charter document.

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Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Section 3: ACCOUNTABILITY FRAMEWORK

Reporting Relationships

The Agency continues as part of the Community Services Department, and operates under the management and program direction of the Department Head. Policy direction comes from Council, the Executive Policy Committee, and the ASD Committee in consultation with the Standing Committee(s). The ASD Committee assures corporate financial direction and accountability.

The Agency's accountability structure aligns political, administrative and community interests, in support of its mandate and the public good.

Council Responsibility

Under The City of Winnipeg Act, Council has final decision authority relative to the Special Operating Agency. This includes, but is not restricted to, designation of the Agency and its operating charter and selection report, delegations of authority, and Advisory Board appointments.

Council receives quarterly and annual reports as information to assess Agency performance and policy outcomes.

Executive Policy Committee Responsibility

EPC on recommendation of the ASD Committee reviews Agency plans, reports and proposals and recommends appropriate decisions to Council. It maintains a strategic oversight role.

ASD Committee

The ASD Committee is responsible for providing corporate financial leadership of Alternative Service Delivery (ASD) initiatives, including Special Operating Agencies. While the Committee's overriding concern is to assess Agency financial needs and implications, and business plan issues, it may play a broader role in evaluating the corporate benefits delivered by the Agency within the strategic context of ASD.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Standing Policy Committee on Protection and Community Services Responsibility	The Standing Policy Committee on Protection and Community Services reviews, from a policy perspective, Agency plans, reports and proposals on referral from, or in conjunction with, the review process through the ASD Committee. Its comments are factored into analyses and recommendations forwarded to EPC and Council.
Chief Administrative Officer Responsibility	The CAO has executive management responsibility, in concert with Standing Policy Committees to provide policy advice, program and service direction concerning the effective management, operation, and performance of the Agency.
Chief Financial Officer Responsibility	The CFO directs financial expertise that assists the Agency in its formation and ongoing operations.
Department Head Responsibility	The Department Head monitors the Agency's management, operations, and performance relative to the attainment of civic goals and departmental objectives. The Department Head advises the Chief Administrative Officer and the relevant Standing Policy Committee on policy matters concerning the effective management, operation, and performance of the Agency. The Department Head or designate is an ex-officio member of the Advisory Board. The Department Head receives and interprets the advice of the Advisory Board. This advice is used to assist the Department Head in advising the ASD Committee and Standing Policy Committee and EPC on policy matters, and to provide guidance to the Agency. The Department Head facilitates effective and efficient working relationships and resource-sharing with other organizations within the department, as well as across City departments, to ensure congruent planning and budgeting and to achieve corporate economies and benefits.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Agency Head Responsibility The Agency Head is accountable for sound management of the Agency in accordance with the highest public sector standards, and ensures that the objectives and targets stated in the business plan are achieved.

The Agency Head is responsible for managing the Agency planning and reporting processes. The Advisory Board is provided with business plans, quarterly reports, annual reports, charter revisions, and other proposals and information required from time to time for effective management and accountability.

These plans and reports are provided, in turn, through the CAO for information/approval of the ASD Committee, in consultation with the Standing Policy Committee, EPC and Council.

The Agency Head is also an ex-officio member of the Advisory Board.

Advisory Board

The role of the Advisory Board is to provide advice on the Agency's strategic operations and on changes to its mandate, structure, business practices, and finances. The Advisory Board reviews and comments on the Agency's proposed business plans, quarterly and annual reports, and charter revisions.

The Advisory Board is chaired by the Corporate ASD representative, upon appointment by the CAO. Other than the Corporate ASD representative and the ex- officio members (Department Head and Agency Head), members are appointed by Council for a two- year renewable term. Board membership should be representative of both civic government and non- government.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Appointments will be made as provided for in Council Policy C265 upon recommendations by the ASD Committee.

Subject to the appointment of Council, the Board consists of:

Civic government:

- the Department Head or designate (ex-officio);
- the Agency Head (ex-officio);
- a Corporate ASD Initiative representative;
- one Agency staff representative.

Non-government:

- one customer representative;
- two business representatives external to government;
- a Humane Society representative;
- a Veterinarian Association representative;
- an executive member of the Canadian Union of Public Employees.

The chairperson is responsible for calling meetings, setting agendas, directing meetings, seeking advice from members, and ensuring that members receive sufficient information about the Agency and its operations to enable them to provide sound advice.

Other external resources or Agency staff may be invited to attend meetings at the request of the chairperson. The composition of the Board may change over time as needs or circumstances warrant. All persons appointed to the Board will be required to file a declaration under any existing conflict of interest policy adopted by the City of Winnipeg.

The Board meets at least quarterly or at the call of the chairperson.

Customer Relations

The Agency is accountable to its client set in meeting their program and service needs in a timely, quality- conscious, and cost-effective manner. The Agency embraces a service excellence ethic in all customer relations.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Corporate Relations

The Agency continues to be bound by relevant legislation, by-laws, and Council resolutions. Exemptions and delegations *(see Appendix I)* are conferred through this operating charter by Council, to enable it to meet its mandate and business objectives.

Departmental Relations and Service Agreements

The Agency has been delegated the authority to exercise choice in the purchase of services, either internal or external to the City of Winnipeg.

The Agency will continue to receive its current levels of service from other civic departments. During the transition period, the Agency, in conjunction with the relevant civic department, will monitor and review all costs and utilization rates, and upon completion of the business case analysis, the Agency will determine whether or not it will be entering into a service agreement with a particular department or seek an alternate service provider based on best business case practices.

Delegation of Authority

Exemptions from City policies and delegations are listed in Appendix I.

Exemptions cover the administrative policies considered to impair business-focussed operations, not applicable to the Agency, or for which non-compliance has minor consequences.

Delegations allow the Agency to administer the existing policy. They are vested in the Agency Head, who may sub-delegate to facilitate day-to-day operations.

Appropriate policy directives are to be incorporated as amendments to the charter at the earliest opportunity. The Agency will be exempt from new policy/directives unless specifically directed to participate.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Section 4: PLANNING AND REPORTING FRAMEWORK

Planning and Reporting Schedule

The business planning and financial reporting schedule will be determined by the CFO in consultation with the Agency Head of Animal Services to synchronize with the general planning, budgeting, and reporting requirements of The City of Winnipeg.

Operating Charter

An operating charter is a formal articulation of the function, mandate, terms, conditions, and requirements governing the operation, and defining the function and mandate of an SOA. The operating charter is a public document.

Business Plan

A summary of the annual business plan will be provided to Council each year. The Agency will participate in the regular business planning cycle of the City of Winnipeg.

Annual Report

Within 120 days following the end of each fiscal year, the Agency will prepare an annual report for Council, detailing its results for the year. The report will include an analysis of operational and financial results compared to business plan targets, as well as the audited financial statements of the Agency for that fiscal year.

The separate and distinct nature of the Agency's report does not preclude consolidation in the City or a departmental annual report and year-end financial statements, nor does it preclude any form of public consultation.

Quarterly Reports

Interim reports on the Agency's financial position and progress against key objectives and performance targets will be prepared each quarter.

Quarterly reports will be forwarded in summary form to Council as information.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Section 5: FINANCIAL FRAMEWORK

Fiscal Year

The fiscal year of the Agency coincides with the fiscal year of The City of Winnipeg.

Implementation

At an administrative level, the CAO or designate, the Department Head, and the Agency Head shall discuss and agree on the following, as detailed in the business plan:

- accounting principles to be applied
- assets and liabilities (an opening balance sheet)
- periodic reporting
- information systems and technology
- long and short-term financing
- cash management and investing
- budget requirements (if any), and
- service provision agreements

As part of the management principles inherent in SOAs, the standard budgetary controls, which restrict transfer between permanent salaries and other accounts, do not apply. The spending limit for the Agency is budgeted at the centre level.

Costing and Pricing

The Agency costs its service(s) on a full-cost basis, including direct costs, support costs and overhead costs.

Subject to any fee or charge established by Council through by-laws, the Agency may fix and charge a price, rate or fee for its commodity or services which may be sufficient to raise revenue for the Agency or the general purpose of the City.

Bottom-line financial results are the mechanism for measuring the success of the Agency.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

"Public Good Allocation"	Given the Agency contributes to City policy objectives that run counter to pure business principles (e.g., subsidizing the provision of a service), costs of these contributions may be adjusted against the bottom-line targets of the Agency and/or covered by way of tax- supported funding. These "public good" allocations are assessed annually as part of the Agency's business plan.
Audit	The Agency will have annual audits in compliance with legislation. Special audits and/or evaluations may also be conducted as the need arises.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Section 6: HUMAN RESOURCE FRAMEWORK

Staff Levels

The Agency may adjust its staff complement within the established financial parameters as business circumstances dictate. The Agency can utilize term and casual staffing as necessary to meet short-term workload requirements.

Compensation and Classification

The Agency's staffing and classification activities are governed by collective agreements.

Training and Development

The Agency will provide its employees with the training, career development, and retraining necessary to serve its customers and respond to changing market forces and civic policies.

Performance Management

The Agency will conduct performance appraisals annually at all levels.

The emphasis on bottom-line financial performance and results assists in formulating measurable objectives and in deciding whether objectives have been met. Performance measures attempt to capture results-based information.

This bottom-line focus and the promotion of an entrepreneurial style across the organization mean increased use of the business plan as a framework for assessing individual performance. The performance of the Agency Head is assessed based on achievement of annual targets presented in the business plan.

Labour Relations

All regular employees of the Agency retain their employment status.

All terms of the collective agreement and union representation continue to apply.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Section 7: IMPLEMENTATION AND REVIEW

Effective Date

The effective date of Special Operating Agency status for Animal Services is January 1, 2000. While most significant changes are expected to occur in the first few years, refinements and improvements to policies, structures, and systems are ongoing.

Transition Period

A transition period of five years is required. This enables customers, stakeholders, and the Agency to adjust to the modified operating environment with minimal disruption to service delivery.

Evaluation

In support of its mission, the Agency is responsible for achieving performance targets set out in its annual business plan.

The Agency will be evaluated annually against these targets, and reports on its performance in the annual report.

A formal evaluation of the Agency's effectiveness is planned five years from start-up as an SOA.

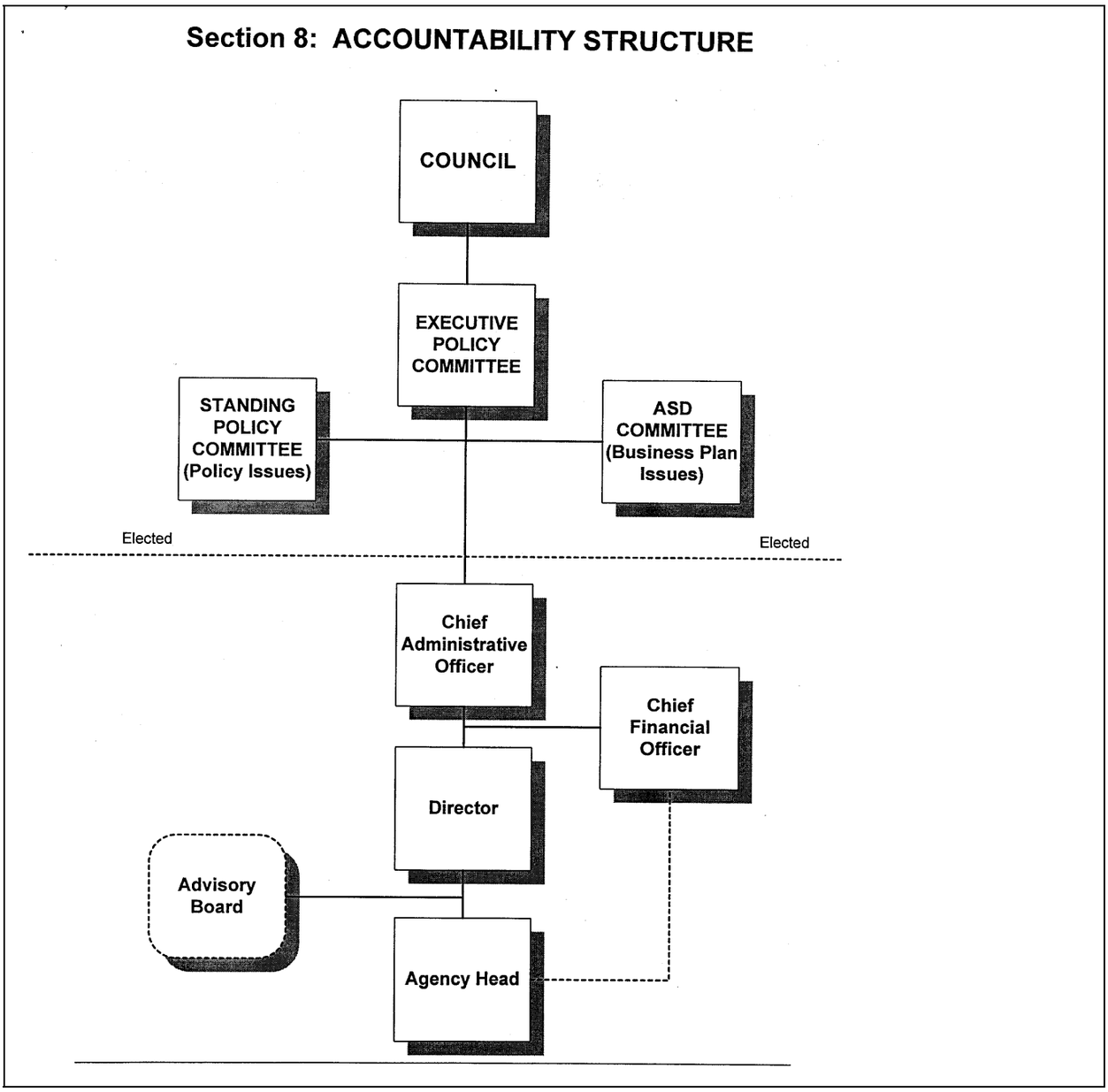
Review and Revision of Charter

Review of the Agency's operating charter is carried out as required. Proposed revisions to the charter are tabled with the ASD Committee as part of the annual business plan approval process. Any revisions to the charter are subject to Council approval through a 2/3 majority of the total number of members of Council.

Termination of Charter

Council will establish the percentage of Council votes as being a 2/3 majority of the total number of members of Council, necessary to dissolve the Agency or revoke the Agency's operating charter. If the Agency is dissolved or reorganized to the extent that a substantially different organization is constituted, a final report covering the period from commencement of the fiscal year to the date the Agency operations ceased or were reorganized must be submitted to Council within 120 days of reorganization or cessation of operations.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)



Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

AGREEMENT

Agreement

This document represents the operating charter of the Animal Services Special Operating Agency as established by Council under The City of Winnipeg Act.

The undersigned affirm the terms and conditions of this charter and agree to uphold its aims and objectives in support of a sustainable SOA.

_____	_____
Chairperson, ASD Committee	**Agency Head**
_____	_____
Chief Financial Officer	**Department Head**

Dated this _____day of _____, _____.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Appendix I

Delegations and Exemptions

In adhering to business-like practices, the Agency will require certain delegations and exemptions. The following delegations and exemptions are integral in meeting the financial and operational goals of the Agency:

- The Agency Head has delegated authority within the jurisdiction of Animal Services consistent with that of the Department Head for Community Services.

- Exemption from vacancy and expenditure management processes and related global budget reductions.

- By approval of this charter, the Agency has the authority to exercise choice in the purchase of services, either internal or external to the City of Winnipeg, provided that standards of consistency and connectivity for communications and reporting are maintained.

- Exemption from the standard spending limits for budgetary control purposes. The spending limit will be the amount budgeted at the centre level. As a result, the Agency will be exempt from restrictions on transfer of surplus funds from permanent salaries to other accounts.

- Subject to any fee or charge established by Council through by-laws, the Agency may fix and charge a price, rate or fee for its commodity or services, which may be sufficient to raise revenue for the Agency or the general purpose of the City.

- Exemption from the City of Winnipeg Fees and Charges policy requiring "that all fees and charges at least be reviewed once every three years" and, "that said fees and charges increase automatically, annually, by the rate of inflation."

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Appendix II

Advisory Board Members

The Advisory Board is chaired by the Corporate ASD Representative. Members are appointed by Council for a two-year renewable term.

Board membership should be representative of both civic government and non- government.

Subject to the appointment of Council, the Board consists of:

Civic government:

- the Department Head or designate (ex-officio);
- the Agency Head (ex-officio);
- a Corporate ASD Initiative representative;
- one Agency staff representative.

Non-government:

- one customer representative;
- two business representatives, external to government;
- a Humane Society representative;
- a Veterinarian Association representative;
- an executive member of the Canadian Union of Public Employees.

The ASD Committee will recommend a list of initial Advisory Board members to Council prior to the Agency's implementation.

Citizen appointments to subsequent Advisory Boards will be made as provided for in Council Policy C265 – Citizen Member Appointments to Boards and Commissions.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Appendix III

Core Business Activities

Animal Services operates within the framework set forth in the vision and mission of the Community Services Department, to provide public health and safety through the following primary core business activities. These activities are provided through three sub-services:

1) Animal Control
2) Animal Licensing and Registration
3) Animal Ownership and Care

• Licensing:

Provides a registry of all dogs in the City of Winnipeg that are six months of age or older. Any dog declared dangerous must have a designated dangerous dog license. Owners of dogs that are spayed or neutered may purchase licenses at reduced rates.

• Public Awareness / Education:

Allows the general public to participate and become part of the process of creating healthy and safe neighbourhoods, and to understand the responsibilities of pet ownership and the resulting impact on the community.

• Neighbourhood Dispute Resolution re Animal Concerns:

Provides third-party mediation in situations where conflict is evident between neighbours. Residents are encouraged to participate in the resolution process. In some cases, animals may be removed and/or owners charged with a violation of the by-law.

• Disease Prevention:

Provides resolution and monitoring of situations where diseases may spread to humans or animals from such causes as animal excrement, rabies, parvos, etc.

• Lost and Found:

Allows citizens to register their lost pet or an animal they have found. This information is kept on file for thirty days or until the animal is reunited with its owner. Any animal that is picked up through the normal course of duties is cross-referenced to animals in Animal Services' lost files for a match.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

• **Inspections:**

Ensures that any animal-based businesses proposing to establish themselves in a neighbourhood, particularly in a residential area, do not adversely infringe on the community; and also ensures that the health and welfare of the animals involved is not compromised. By setting standards, businesses can operate in a fair and equitable manner.

• **Complaint Response:**

Provides a resolution process for public concerns. Complaints are monitored until resolution. If future complaints are received regarding the same animal, a history is established and the proper remedial action is taken.

• **Stray Dog Control:**

Through citizen complaints or neighbourhood patrols by Animal Services field staff, stray dogs are identified, picked up and housed. If the dog is not reclaimed by the owner within five days and is deemed adoptable, it is placed in an adoption program. If the dog is not adoptable, primarily due to temperament, it is transported to the University of Manitoba or euthanised.

• **Kenneling (Impounded Animals):**

Animals are impounded due to infractions of the Animal Control By-Law (stray, running-at- large, and biters). Professional care is provided for these animals to ensure their health and safety while they await being reunited with their owners.

• **Emergency Response:**

Provides an after-hours emergency response program in situations where human or animal health is at risk. Requests for this service are forwarded from the Winnipeg Police Service or the Humane Society.

• **Exotic Animal Control:**

In partnership with the federal, provincial, and municipal authorities, this service provides for the control of exotic animals and endangered species.

• **By-Law Enforcement:**

Provides a process to deal with recurring and continuing complaints of infractions in violation of The City of Winnipeg Act and/or the Animal Control By-Law.

Appendix "A" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

• **Wildlife Response (in partnership with Natural Resources):**

In partnership with provincial and municipal authorities, wildlife concerns are handled promptly and safely and, if necessary, animals are relocated to a safe environment.

• **Stray Cat Control:**

Animal Services provides, pursuant to the by-law, traps to concerned citizens who are having problems with cats running at large on their property. Upon trapping the cat, the property owner transports the cat to the Humane Society. The owner may retrieve the cat upon paying fines and kenneling fees.

Appendix "B" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix B

Profile of Community Services

Mission and Vision:

As a Special Operating Agency, Animal Services will continue to be a contributing component of the Community Services Department, and because of this, Animal Services will continue to embrace and support the departmental vision, mission and values, including its guiding principles and management philosophies. Over time, a specific Animal Services vision and mission may be developed.

Community Services Department Vision

'Working Together to Build Strong Communities'

Community Services Department Mission

'To enhance quality of life through':

- *protecting the public health, safety and environment*
- *providing for the diverse cultural, recreational, knowledge pursuit and information needs of the citizens of Winnipeg*
- *providing integrated neighbourhoods and community based services*

Values:

In our working relationships with one another and with the communities we serve, we value:

Honesty and Trust..... recognizing these as the foundation for relationships, a reflection of openness and sincerity.

Loyalty and Respect..... knowing that these must be granted in good faith but must be earned in return.

Fairness and Understanding ..... knowing that individual differences and individual choices must be accommodated.

Creativity and Innovation ..... searching continually for new ways to do business, provide services, and involve others.

Equity and Diversity ..... recognizing the differences and appreciating the unique contributions of all people.

Appendix "B" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

Guiding Principles for Animal Services:

Shared Responsibility ..... Along with the citizens of Winnipeg, we actively participate in the development of healthy and safe neighbourhoods.

Customer Service ..... We will provide courteous, professional and prompt service.

Prevention ..... We are committed to developing programs that allow human and animal populations to co-exist in a healthy and safe environment.

Proactive Involvement ..... Through awareness and education, we will help the citizens of Winnipeg understand the responsibilities of pet ownership and the resulting impact on the communities in which they live.

Financial Stability ..... We will strive to make all services self-sustaining to the greatest extent possible, by shifting the cost-base from the general taxpayer to the users of the system.

Partnerships ..... We will explore partnerships with the private sector to provide the best, most cost-effective services possible.

Humane Care ..... We will ensure the health and safety of all animals in our charge by providing professional and humane care.

Enforcement ..... We will contribute to the health and safety of communities by the fair and equitable enforcement of our regulatory framework.

Management Philosophy:

Build Teams ..... Our staff will be coached to work collectively and cooperatively.

Share Decision-Making ..... Solutions will be shaped through participation and empowerment.

Promote Engagement ..... Opportunities will be created for the challenging of ideas.

Produce Results ..... The expectations of our customers will be met with specific products and services.

Instill Ownership ..... Individual responsibilities will be explained through a systems- thinking approach.

Be Accountable ..... Our actions will be consistent with delegated responsibilities and resources.

Appendix "C" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix C

Characteristics of the Special Operating Agency (SOA) Model

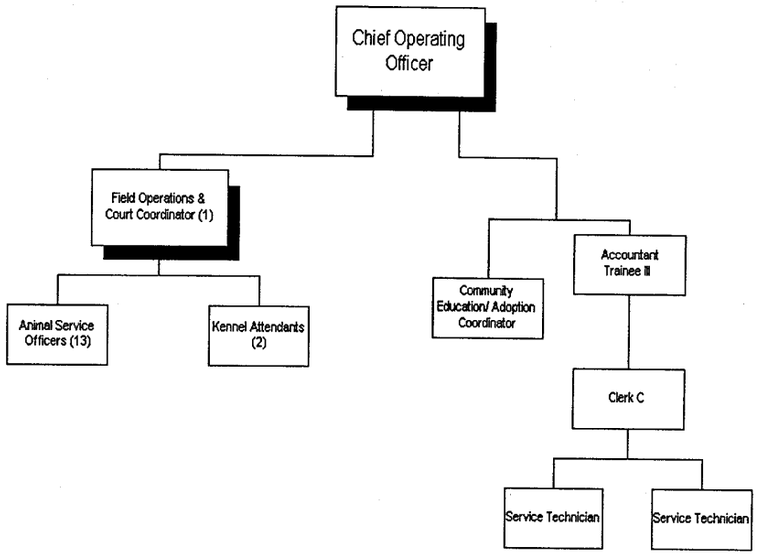
- a separate structure from a City department (although it may still report through a departmental director)
- linked to ASD Committee
- defined and operated under a Council-approved Operating Charter document
- operating, reporting and accountability framework within an annual business plan
- requires an opening balance sheet (assets and liabilities) to be negotiated with the corporate City of Winnipeg organization and the application of specific accounting principles (e.g., depreciation, accrual accounting)
- Self-contained nature allows for increased opportunities for partnerships and strategic alliances
- further flexibility (e.g., delegation of authorities, choices impacting costing and pricing)
- exemption from selected fiscal and administrative restraints applied to departments
- quicker decision-making and pace of change
- entails establishment of an Advisory Committee
- **ASD Policy Binder Definition:**

  " The provision of service through a special unit of organization which can operate within or outside of the existing city department structure. SOAs are granted more direct responsibility for results and increased management flexibility needed to attain new levels of performance (…greater freedom to manage in a more businesslike way)."

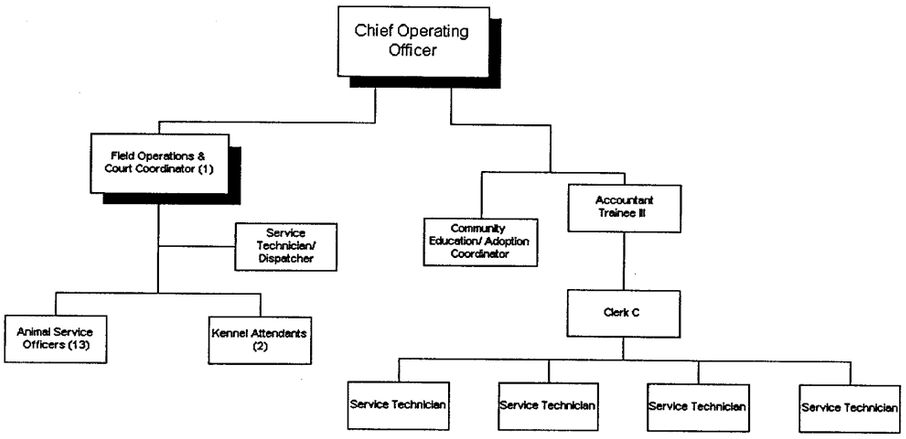
Appendix "D" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix D

2000 Organization Chart – Animal Services Special Operating Agency



2001 Organization Chart – Animal Services Special Operating Agency



Appendix "E" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix E

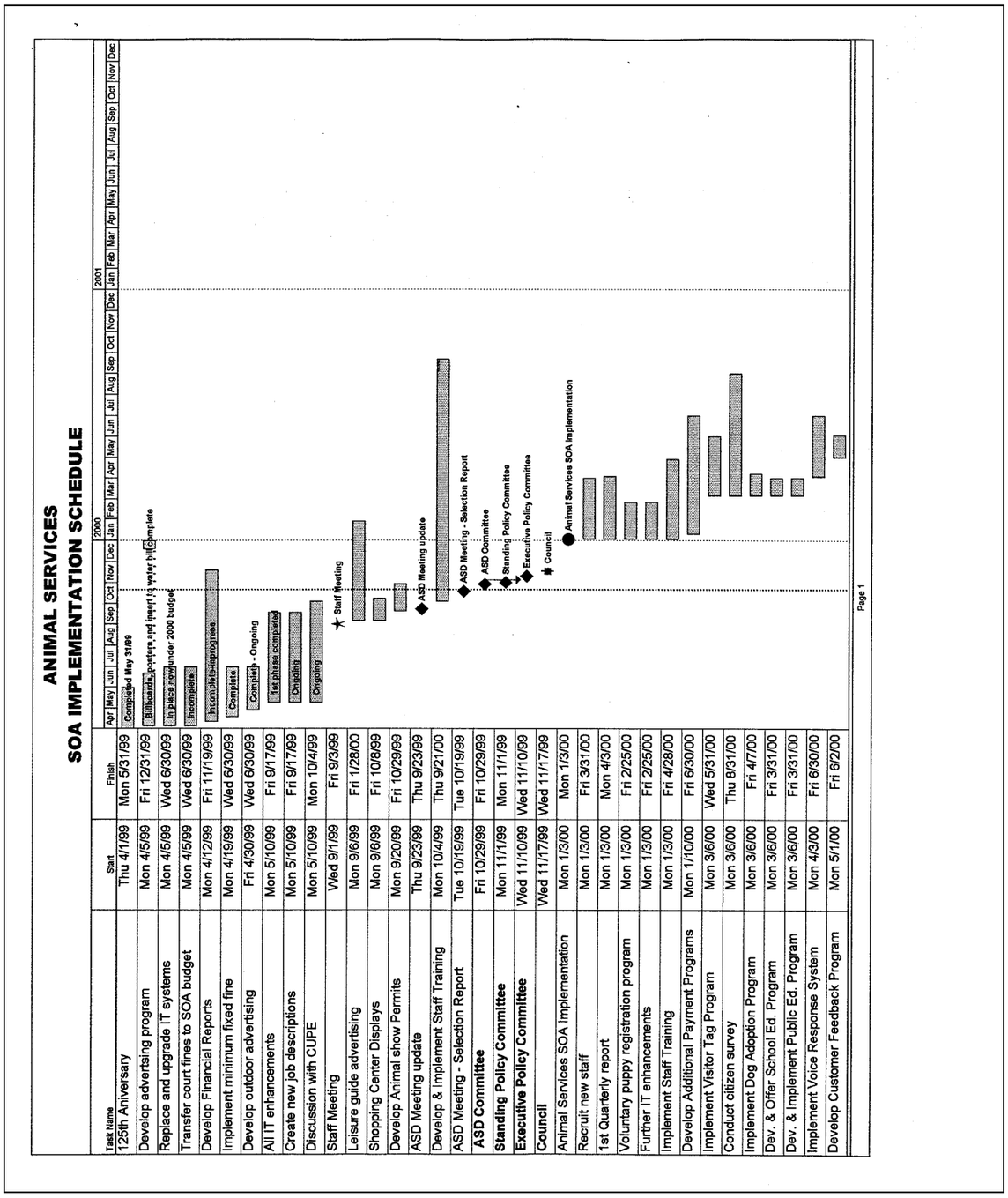
Performance Management

Goal	Measurement
Financial stability	• cost savings achieved through administrative, organizational and operational efficiencies • additional revenue generated through new and existing programs/services/products • additional revenue generated through increased license sales • net income (loss) • tax supported funding
Increased public awareness and participation	• number of complaints • number of licenses sold • number and types of charges laid • number of educational/promotional programs
Improve public image	• number of educational/promotional programs • number of staff trained
Improve customer service	• number of outlets to purchase products • number of alternative payment processes • number of partnerships • customer feedback process • number of requests for service • number of staff trained • improved complaint response systems • number of dogs reunited with their owners
Improve health and safety of neighbourhoods	• number of license sales • number of incidents (complaints) • number of dog bites • number of unwanted animals • number of dangerous dogs • number of dogs reunited with their owners • number of dogs impounded • number of dogs euthanised • number of illegal animal-based businesses

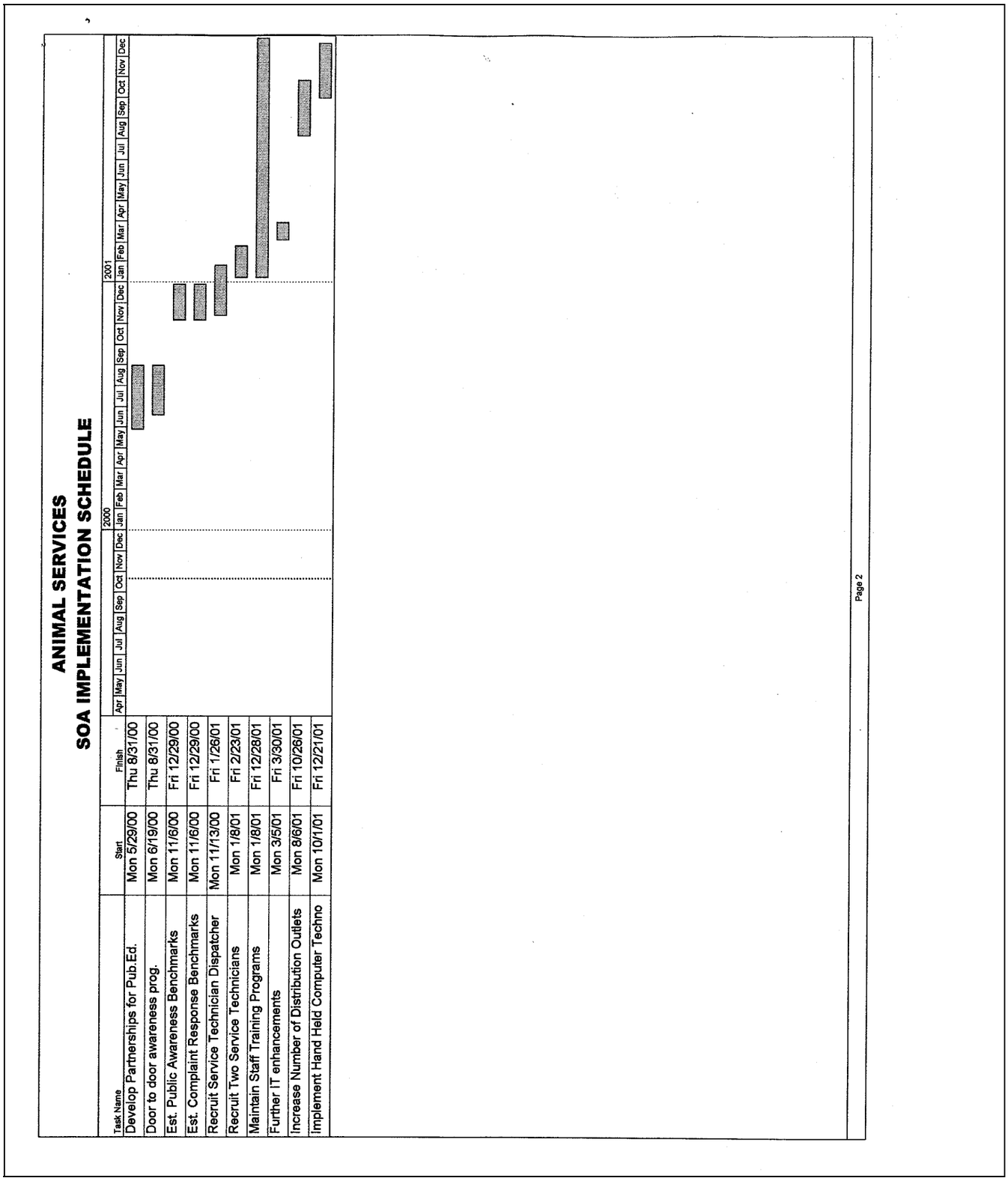
Appendix "F" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix F

Implementation Gantt Chart



Appendix "F" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)



Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix G

Animal Services – Special Operating Agency
Financial Projection
Five Years Ending December 31, 2004

ANIMAL SERVICES - SPECIAL OPERATING AGENCY
PROJECTED BALANCE SHEET
DECEMBER 31

		2000 $	2001 $	2002 $	2003 $	2004 $
ASSETS						
Current	Note 8					
Cash on hand		100	100	100	100	100
Due from City of Winnipeg		28,343	98,798	76,486	244,673	342,093
Inventory		5,000	5,000	5,000	5,000	5,000
		33,443	103,898	81,586	249,773	347,193
Equipment	Note 8					
Computer equipment		74,500	74,500	74,500	74,500	74,500
Furniture and other equipment		70,000	70,000	70,000	70,000	70,000
		144,500	144,500	144,500	144,500	144,500
Less: accumulated depreciation		32,625	65,250	97,875	130,500	88,625
		111,875	79,250	46,625	14,000	55,875
		145,318	183,148	128,211	263,773	403,068
LIABILITIES						
Current	Note 8					
Accounts payable and accrued liabilities		12,000	12,000	12,000	12,000	12,000
Deferred revenue		144,000	216,000	324,000	480,000	500,000
Due to City of Winnipeg		0	0	0	0	0
Current portion of long-term debt		0	97,000	97,000	97,000	97,000
		156,000	325,000	433,000	589,000	609,000
Long-term debt - City of Winnipeg	Note 8	275,000	388,000	291,000	194,000	97,000
Equity						
Retained earnings (deficit)		(285,682)	(529,852)	(595,789)	(519,227)	(302,932)
		145,318	183,148	128,211	263,773	403,068

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

ANIMAL SERVICES - SPECIAL OPERATING AGENCY
PROJECTED STATEMENT OF EARNINGS AND RETAINED EARNINGS
YEAR ENDED DECEMBER 31

		2000 $	2001 $	2002 $	2003 $	2004 $
REVENUE	Note 6	403,100	599,100	849,100	1,197,100	1,389,100
EXPENSES	Note 7					
Salaries and Benefits		1,022,100	1,138,526	1,154,631	1,170,977	1,187,568
Services		457,440	482,740	533,477	578,937	469,618
Material, parts and supplies		41,784	38,784	40,036	40,036	41,336
Civic Accommodations		175,916	175,916	175,916	175,916	175,916
Other Expenses						
Depreciation		32,625	32,625	32,625	32,625	32,625
Interest on long-term debt		8,938	24,700	28,373	22,068	15,763
Administrative charges		130,397	130,397	130,397	130,397	130,397
General government charges		69,582	69,582	69,582	69,582	69,582
		1,938,782	2,093,270	2,165,037	2,220,538	2,122,805
Loss from operations		(1,535,682)	(1,494,170)	(1,315,937)	(1,023,438)	(733,705)
Tax Supported Funding from the City of Winnipeg	Note 6(f)	1,250,000	1,250,000	1,250,000	1,100,000	950,000
NET EARNINGS (LOSS) FOR THE YEAR		(285,682)	(244,170)	(65,937)	76,562	216,295
RETAINED EARNINGS (DEFICIT), BEGINNING OF YEAR		0	(285,682)	(529,852)	(595,789)	(519,227)
RETAINED EARNINGS (DEFICIT), END OF YEAR		(285,682)	(529,852)	(595,789)	(519,227)	(302,932)

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

ANIMAL SERVICES - SPECIAL OPERATING AGENCY
PROJECTED STATEMENT OF FINANCIAL POSITION
YEAR ENDED DECEMBER 31

	2000 $	2001 $	2002 $	2003 $	2004 $
Net inflow (outflow) of cash related to the following activities					
Operating					
Net earnings (loss) for the year	(285,682)	(244,170)	(65,937)	76,562	216,295
Depreciation, not affecting cash	32,625	32,625	32,625	32,625	32,625
	(253,057)	(211,545)	(33,312)	109,187	248,920
Cash on Hand	(100)	0	0	0	0
Changes in non-cash operating working capital items					
Inventory	(5,000)	0	0	0	0
Accounts payable and accrued liabilities	12,000	0	0	0	0
Deferred revenue	144,000	72,000	108,000	156,000	20,000
	(102,157)	(139,545)	74,688	265,187	268,920
Financing					
Increase in long-term debt - City of Winnipeg	275,000	210,000			
Repayment of long-term debt - City of Winnipeg			(97,000)	(97,000)	(97,000)
	275,000	210,000	(97,000)	(97,000)	(97,000)
Investing					
Purchase of equipment	(144,500)				(74,500)
Proceeds from disposal of equipment					0
	(144,500)	0	0	0	(74,500)
NET CASH INFLOW (OUTFLOW)	28,343	70,455	(22,312)	168,187	97,420
DUE FROM (TO) CITY OF WINNIPEG, BEGINNING OF YEAR	0	28,343	98,798	76,486	244,673
DUE FROM (TO) CITY OF WINNIPEG, END OF YEAR	28,343	98,798	76,486	244,673	342,093

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

NOTES TO THE FINANCIAL PROJECTION
FIVE YEARS ENDING DECEMBER 31, 2004

1. DESCRIPTION OF BUSINESS

On March 20, 1997, Council adopted a document entitled "Reshaping our Civic Government". The document identified the development of Special Operating Agencies (SOA) as one of the five strategic initiatives needed to create a more affordable and fundamentally better civic government.

On September 24, 1997, Council adopted the strategic direction with regard to SOA's identified in the report entitled "Special Operating Agencies Initiative". Consistent with the foregoing process, the Animal Services Division of the Community Services Department prepared a feasibility study and presented it to Standing Committee on Fiscal Issues on December 8, 1997.

On December 17, 1997, Council adopted the recommendations contained in the report from the Standing Committee on Fiscal Issues, directing Animal Services to prepare an operating charter and business plan for operation as an SOA.

The Agency anticipates that it will commence operations on January 1, 2000.

2. ACCOUNTING POLICIES

The projected financial statements have been prepared on the basis of generally accepted accounting principles, except that liabilities for accrued vacation costs and sick leave credits are not recorded. Instead they are expensed when payment is made. The projections include the following significant accounting policies:

Inventory

Inventory is stated at the lower of cost and net realizable value.

Equipment

Equipment is recorded at cost and is depreciated on a straight-line basis over the estimated useful life of the asset, using the following annual rates:

Computer equipment	25%
Furniture and other equipment	20%

3. NET ASSETS ACQUIRED

- The Agency plans to acquire computer equipment and office furniture and equipment from the City of Winnipeg on start-up, having a combined fair market value of approximately $144,500.00.
- A deferred revenue amount related to license fees of $80,000.00 will be transferred from Community Services at start-up.

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

4. FINANCIAL PROJECTION

This financial projection is an estimate of the financial position, results of operations, and change in cash flow for the operations of Animal Services - Special Operating Agency, using management's assumptions that reflect the Agency's planned course of action for the five years ending December 31, 2004. Management's judgement has been used in the assumptions and the most probable set of economic conditions, together with the hypotheses stated in note 5 below. The hypotheses are consistent with the purpose of the information, but are not necessarily the most probable in management's judgement. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur subsequent to the date of this projection. Therefore, the actual results achieved during the projected period will vary from the projections and the variations may be material.

5. HYPOTHESES

The financial projection has been prepared based on the following hypotheses:

a) That the City of Winnipeg will transfer the assets named in note 3 necessary to commence the operation.

b) That the City of Winnipeg will agree to provide annual tax-supported funding of $1,250,000.00 over the first three years of operation, $1,100,000.00 in the fourth year, and $950,000.00 in the fifth year.

c) Ongoing tax-supported funding level (for the "Public Good" portion) will be established during the term of these financial projections.

d) That the City of Winnipeg may extend an operating loan and provide long-term lending sufficient for the Agency to commence operations.

e) That the Agency will be allowed to purchase any support services required to sustain ongoing operations.

f) Police Services will forward fine revenues received from the Province of Manitoba, generated through Animal Services prosecutions, to a revenue account established for the Agency.

6. ASSUMPTIONS – REVENUE

(a) Pound fees

Kenneling fees will be set at $12.00 per day commencing in 2000 and will increase annually by $1.00 per day to $16.00 per day by 2004. Volumes are based on 2,500 dogs on an annual basis with an average stay of 2.4 days. In addition, the Agency expects to collect a fee of $40.00 per animal on the basis of 500 animals annually that are reclaimed by their owners.

(b) Dog Licenses

The following fees and volumes were derived based on the Agency's analysis of the market:

Year	Average License Fee	Anticipated Sales Volume
2000	$22.50	16,000
2001	$22.50	24,000
2002	$22.50	36,000
2003	$25.00	48,000
2004	$25.00	50,000

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

License fees vary based on category. Dog licenses applicable to sterilized animals are priced at $15.00 yearly whereas whole dog licenses total $30.00 annually. Dangerous dog licenses are charged at a rate of $75.00 annually.

The Agency expects to increase dog license volume to 65,000 licenses annually by 2006.

(c) Adoption

Adoptions include a fee of $130.00 for shots/spay and neutering. After veterinarian costs, the Agency expects to net $100.00 per animal on the basis of 40 animals in 2000 and 100 animals yearly thereafter.

(d) Sale of animals

The City of Winnipeg currently has a commitment with the University of Manitoba Medical College to provide dogs, for a fee, for their programs. The Agency expects that this relationship will continue.

(e) Court Fines

Provincial legislation has been amended for the imposition of minimum fines. The Agency expects to collect fines of approximately $100.00 on the basis of 80 animals in 2000, 300 animals in 2001 and 500 yearly animals thereafter. One-half of the total fines collected will be withheld by the provincial government in respect of administration.

(f) Tax Supported Funding from the City of Winnipeg

The Agency will be negotiating an annual transfer of tax-supported funding from the City of Winnipeg. The anticipated funding requirements are detailed in the following table:

2000	2001	2002	2003	2004
1250000	1250000	1250000	1100000	950000

7. ASSUMPTIONS – EXPENSES

(a) Salaries and employee benefits

The Agency expects to operate with the following staff levels over the next five years:

	2000	2001	2002	2003	2004
WAPSO	2	2	2	2	2
CUPE	20	23	23	23	23

Salary levels are based on existing grades and levels presently in place. The projections include an inflation adjustment of 1.5% in each year. Employee benefits are estimated to be 17.4% of total gross salaries.

(b) Professional and Consulting Services

The Agency pays $125,000.00 annually to the Winnipeg Humane Society for related services, and approximately $55,000.00 toward a service contract with Scotia Enterprises and related veterinarian services.

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

(c) Audit Fee

The Agency expects to pay $10,000.00 toward annual audit fees. If a review engagement assignment is allowed, professional fees could be adjusted favourably.

(d) Automobile Allowances

Two staff members will be provided "required" auto allowances. One further staff position will be provided "regular" auto allowance.

(e) Office equipment maintenance

Significant systems enhancements will be required in the first three years. Thereafter in 2003 and 2004, these needs will diminish.

(f) Telephone

A 10% rate increase has been forecasted annually through to 2004.

(g) Advertising

The Agency intends to use extensive advertising to build its revenue base. Advertising will take the form of billboards, bus posters and brochures.

(h) Equipment and Material Services

Fleet service for SOA vehicles will be provided by Equipment and Material Services. The Agency will operate seven vehicles, and costs are expected to increase incrementally by 1.5% per year. The Agency will be giving consideration to tendering maintenance services with other contractors during the five-year period.

(i) Training/Workshops/Tuition

The Agency expects to incur costs of $6,000.00 annually to provide training to staff.

(j) Office Renovations

The Agency expects to construct one additional office within its existing facility in 2000.

(k) Civic Accommodations

The Agency will continue to occupy 1057 Logan Avenue but will only rent the first level of the building, totalling 12,296 square feet. The rental rate per square foot charged by the Civic Accommodations Division is $8.00.

(l) Depreciation

Depreciation is based on rates identified in note 2.

(m) Interest on long-term debt

The Agency will negotiate with the City of Winnipeg a term lending facility to cover start-up costs. This loan will be repayable over five years at a rate negotiated with the corporate organization. These financial projections assume a rate of 6.5%, which is consistent with the City's cost of borrowing.

Appendix "G" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999 (continued)

(n) Administrative charges

The Agency expects to purchase administrative services from the City's Community Services Department. Included in these services is assistance with respect to finance, human resources, strategic support and information technology. The Agency expects that the cost of these services will total $130,397.00 annually.

(o) General Government Charges

The City of Winnipeg incurs corporate costs, which relate to the operation of individual departments. The Agency will share in paying these costs. It is anticipated that the Agency's share of these costs will amount to .18% of the total, which equals approximately $69,582.00 yearly.

8. ASSUMPTIONS – CASH RECEIPTS AND DISBURSEMENTS

(a) Cash on hand

Petty cash of $100.00 will be available for incidental expenditures.

(b) Inventory

The Agency requires inventory in respect of animal supplies, and expects this inventory to be nominal in quantity and amount.

(c) Equipment

On start-up, the Agency expects to acquire equipment from the City of Winnipeg. In 2004, the Agency will need to replace computer equipment with updated technology. The Agency has assumed that all dispositions will be made at net book value and there will be no gain or loss resulting from the disposition of assets.

(d) Accounts payable and accrued liabilities

Accounts payable will be paid on the basis of 30 day terms, and it has been assumed that accounts payable will be nominal at year-end. Included in accounts payable projections is an accrual for audit fees totalling $10,000.00.

(e) Deferred revenue

Dog license revenue will be accrued from the date of renewal. As a result, depending on the renewal date, there may be deferred revenue on hand at year-end. The Agency has accrued 40% of license fees collected as deferred revenue at year- end.

(f) Long-term debt – City of Winnipeg

The City has agreed to advance up to $500,000.00 to assist in establishing Agency operations. This amount begins to be repayable in 2002 over five years at a rate of $97,000.00 per year. The City has taken security over the assets of the Agency and interest is charged on the outstanding balances as determined in note 7(m).

(g) Unfunded liabilities

The Agency has accumulated an accrued liability for expected future sick leave cashouts and severance pay benefits of $79,000.00, and a liability in respect of vacation/overtime totaling $71,361.00 as at December 31, 1998. These amounts have not been set up as liabilities on the financial statements. It is intended that liabilities accrued to December 31, 1999, will be the responsibility of the City. The responsibility for liabilities accrued after January 1, 2000, will be reviewed by the ASD Committee as circumstances require.

Appendix "H" referred to in Clause 1 of the Report of the Alternate Service Delivery Committee dated October 29, 1999

Appendix H

Rate Schedule 2000-2004

Effective Date	Kennel Fees/Days	Dog License Fees	
		Spayed/Neutered	Regular
1999	9	15	30
January 1, 2000	12	15	30
January 1, 2001	13	15	30
January 1, 2002	14	15	30
January 1, 2003	15	17.5	32.5
January 1, 2004	16	17.5	32.5

The changes in the above table for the years 2000 to 2004 will require an amendment to City of Winnipeg By-Law No. 2443/79.